



Sunset Forward

STRATEGIES REPORT



San Francisco
Planning

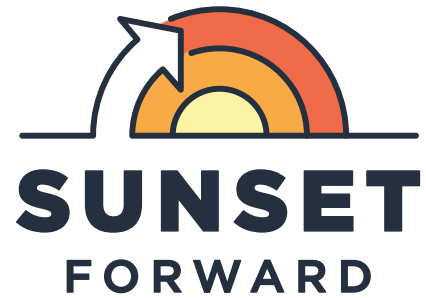


San Francisco
Planning

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49 South Van Ness Avenue, Suite 1400
San Francisco, CA 94103
www.sfplanning.org

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Executive Summary



Sunset Forward is a community-driven planning process with a mission to stabilize low- and moderate-income families and seniors in the Sunset District and to enhance community connection and quality of life for all by addressing unmet needs in housing, transportation, and neighborhood businesses and services.

Community Outreach

Sunset Forward included two community outreach phases. Sunset Forward' Phase 1 included a Community Needs Assessment, an extensive outreach effort that gathered feedback from those who work, live, play, study, and worship in the Sunset. Sunset community members shared their needs and priorities in three areas: housing, small businesses and neighborhood commercial corridors, and neighborhood services.

Sunset Forward's Phase 2 gathered feedback on draft strategies that aim to address the needs identified in Phase 1. Thanks to the support of many community groups, nonprofit organizations, small businesses, and the District 4 Supervisor's Office, approximately 450 community members provided feedback during Phase 2 of outreach. From October 2021 through January 2022, community participated in online and in-person surveys and focus groups, and various community events, including the Sunset Community Festival and the Outer Sunset Farmers Market.

Sunset Forward Strategies

SF Planning analyzed and summarized input on the draft Sunset Forward strategies and created a set of district-level actions that can be implemented in the short- and medium-term to address the needs identified around housing and small business and commercial corridors. These actions focus on optimizing new and existing district and citywide efforts that will lay a foundation to enable more housing, small business support, and improved conditions on commercial corridors.

For the strategies that address neighborhood services, the D4 Youth and Families Network (the Network) will create a strategic plan with community priorities that local nonprofit organizations can implement through existing and expanded programs or through strengthening City and nonprofit partnerships. The strategic plan will identify gaps in services where additional resources and coordination among nonprofits and City agencies are necessary.

HOUSING



Housing strategies were organized by community priorities identified in the needs assessment: 1.) increase affordable housing, 2.) build new housing of various types and sizes, and 3.) increase security and stability. Community members provided feedback on which strategies they support and their concerns or ideas for improvement.

Overall, community participants strongly support all affordable housing strategies with the most support for building new 100% affordable housing, building on public lands and faith-based sites, exploring ways to build small scale 100% affordable housing, and purchasing existing rental buildings and making them permanently affordable. Participants supported strategies to build new housing of different types with particularly strong support for building more senior housing of all types. Focus group discussions with low-income families, seniors, youth, and service providers shared a preference for larger multi-unit apartment buildings along transit corridors for better access to services and jobs and a general feeling of safety in apartment buildings with increased security from neighbors. Strategies that expand opportunities for homeownership also received strong support.

In response to community feedback and to the extent possible, the project team revised draft housing strategies, and actions were created to address overall community priorities to maintain long-term affordability for very low- and low-income households, strengthen anti-displacement and tenant protections with new development, provide more housing options for moderate income households, ensure financial feasibility of new affordable housing models, and provide a wider range of housing options for seniors who want to age in place.

Housing strategy implementation will involve strong coordination on existing efforts between City agencies, the District 4 Supervisor's Office, the Sunset community, and local nonprofits, as well as continued community engagement on future housing development. At the district level, these efforts include the Housing Development Incentive

Package to help low- and moderate-income homeowners build small multi-family housing and the Supervisor's efforts to explore land banking and solutions to address the need for more senior housing in the Sunset.

At the citywide level, the City's Housing Element (the first housing plan centered on racial and social equity) policies align closely with Sunset Forward strategies, specifically building more affordable housing, increasing housing choices along transit and commercial corridors, providing more moderate-income housing by allowing small multi-family buildings, and building more senior housing of all types. As part of Housing Element implementation efforts, SF Planning will launch the Housing Choices Rezoning Program in Summer 2022 to engage communities on transit and commercial corridor height and density adjustments and programs to support more housing choices, stabilize vulnerable households, and identify community priorities and align them with regulation changes and resource opportunities. SF Planning will share the Sunset Forward Needs Assessment findings and Strategies with City agencies and development project sponsors to encourage future development projects and City efforts address the needs identified by the Sunset community.

NEIGHBORHOOD SERVICES



The Community Needs Assessment found that Sunset community members have limited access to critical neighborhood services in the Sunset. Neighborhood services strategies focused on four key areas: 1.) increase community connection, 2.) increase access to public parks and open spaces, 3.) provide access to affordable health and nutrition, and 4.) expand or create new programs that serve the Sunset's low- and moderate-income families, youth, seniors, and other vulnerable groups.

Participants recognized that many existing community facilities (e.g., parks, recreation centers, etc.) and programs serve youth, families, and seniors in the Sunset and citywide. Community members shared that awareness and access to existing

facilities and programs is a critical first step to enhancing neighborhood services, followed by ensuring there is adequate funding to meet current and future facility and program demands.

The Network will play a key role in implementing the neighborhood services strategies and will continue to build and strengthen relationships with local nonprofits and the Sunset community to increase community connectedness, improve services for children and families, seniors, and transitional aged young adults, and strengthen community voices to advocate for community needs. Further neighborhood services strategies implementation requires SF Planning, the District 4 Supervisor's Office, the Network, and Sunset community working with City agencies and local nonprofits to expand existing programs or create new programs in the Sunset.

SMALL BUSINESSES AND COMMERCIAL CORRIDORS



Sunset community members have seen a continual decline in the health and vibrancy of their neighborhood commercial corridors, an issue worsened by the COVID-19 pandemic. Additionally, small business owners struggled with costs and delayed permitting processes. The Small Businesses and Neighborhood Commercial Corridor strategies focus on improving business permitting and zoning, strengthening coordination along the commercial corridors, and enhancing the public realm, including streets, sidewalks, and public spaces along Taraval, Judah, Irving, and Noriega.

Strongly supported strategies were those that involve the community, whether through community-building events that encourage small business to participate, community volunteer efforts to beautify the public spaces, or general support and promotion of local businesses. Easing burdens on small business owners by allowing creative flexibility in the use of commercial spaces and providing a predictable approval process for new businesses were also strongly supported.

Strategy implementation requires coordination between SF Planning, the District 4 Supervisor's Office, the Office of Economic and Workforce Development (OEWD), the Sunset's small businesses, and the general community to explore and create a Community Benefit District (CBD). A CBD could address many priorities to enhance the public realm and provide support for small business owners. The recently created Sunset Chinese Cultural District can build on the Sunset Forward effort to create and implement more targeted strategies that protect and support long-standing Chinese businesses in the Sunset.

Lastly, the Housing Element 2022 Update's Rezoning Program, focused on increasing housing along transit and commercial corridors, can offer an additional pathway to increasing City services and neighborhood amenities adding vibrancy and activity to the Sunset's commercial corridors. Along with encouraging the development of diverse housing types to stabilize and support low-, moderate-, and above moderate-income households, the policy recommendations include actions that would strengthen opportunities for local businesses that support cultural identity and community needs.



Photo by San Francisco Shared Spaces

Introduction and Background

PROJECT TIMELINE



Sunset Forward is a community-driven planning process with a mission to stabilize low- and moderate-income families and seniors in the Sunset District, enhancing community connection and quality of life for all by addressing unmet needs in housing, transportation, and neighborhood businesses and services.

This effort is a collaboration with the Office of District 4 Supervisor Gordon Mar, the San Francisco Planning Department (SF Planning), the San Francisco County Transportation Authority (SFCTA), the District 4 Youth and Families Network (the Network), and the Sunset community. The goal of Sunset Forward is to identify and elevate the Sunset community's priorities and establish strategies that enable the community, City agencies, and the District 4 Supervisor's Office to work together to address community needs. Additionally, SF Planning seeks to establish relationships, build trust with the Sunset community, and build community capacity to participate in planning and other public processes, particularly for groups that are often underrepresented, including low-income families, youth, and seniors.

PHASE 1 COMMUNITY OUTREACH

Sunset Forward's phase 1 included a Community Needs Assessment (Appendix A), an extensive outreach effort that gathered feedback from those who work, live, play, study, and worship in the Sunset. Community members shared their needs and priorities in three areas: housing, small businesses and neighborhood commercial corridors, and neighborhood services. The transportation component of Sunset Forward was led by the SFCTA through their District 4 Mobility Study. To learn more about this effort, visit the D4 Mobility Study website¹.

PHASE 2 COMMUNITY OUTREACH

Sunset Forward's phase 2 gathered feedback on draft strategies that aim to address the Phase 1-identified needs. In collaboration with the District 4 Office and the Network, SF Planning conducted phase 2 of outreach to gather feedback on the draft strategies. This report and Sunset Forward strategies are the final products of the effort.

Implementation of Sunset Forward Strategies began in some areas and will be on-going.

¹ <https://www.sfcta.org/projects/district-4-mobility-study>



Photo by SF Planning

Community Outreach Summary

ONLINE SURVEY



307

responses in
English and Chinese

FOCUS GROUPS



10

focus groups with
90 community members

COMMUNITY EVENTS



5

community events

PHASE 2 COMMUNITY OUTREACH

Due to the COVID-19 pandemic, Phase 2 of outreach, like Phase 1, was limited to primarily virtual methods. Thanks to the support of many community groups, nonprofit organizations, small businesses, and the District 4 Supervisor's Office, the Sunset Forward project team was able to gather community feedback on the draft strategies from October 2021 through January 2022. Approximately 450 community members participated in an online survey, virtual and in-person focus groups, and various in-person community events. A total of 307 survey participants responded in English and Chinese. The District 4 Youth and Families Network conducted 10 targeted focus groups with 90 participants representing low- and moderate-income families, youth, seniors, and tenants. The project team held various outreach events throughout the Sunset, including Sunset Community Festival and the Outer Sunset Farmer's Market during the month of November 2020.

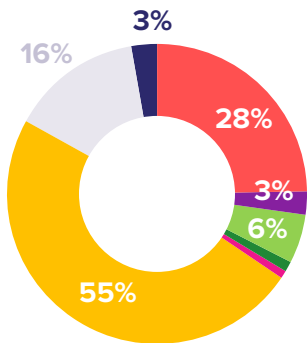
SURVEY PARTICIPANTS

The online survey was open from October 2021 through end of January 2022. There were 307 participants, 85% of whom were Sunset residents. Survey respondents represented a range of ethnicities, income levels, and age groups that mostly aligned with the district's demographics according to the 2018 U.S. Census. Key findings include:

- The income levels of survey respondents mirrored district trends, with a higher proportion (24%) of respondents reporting household incomes of \$150,000 or more and 35% of respondents' household incomes of less than \$100,000.
- 49% of survey respondents own their homes compared to the 35% that identify as renters, reflecting the district's higher proportion of homeowners (61%) compared to renters (39%).
- Asian survey respondents were underrepresented at only 28% compared to 53% of the Sunset's overall population that identify as Asian.

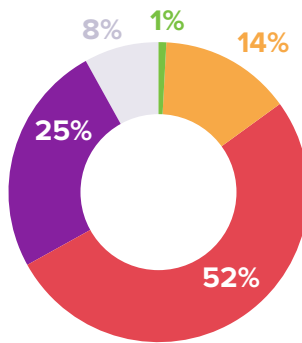
SURVEY RESPONSES

What is your ethnicity?



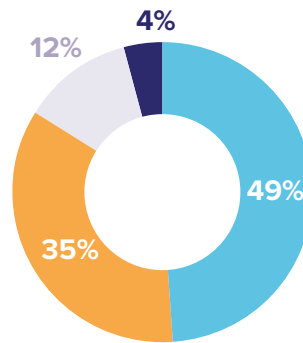
- Asian
- Black or African American
- Hispanic or Latino
- Native American
- Native Hawaiian or Pacific Islander
- White
- Prefer not to respond
- Other

What is your age?



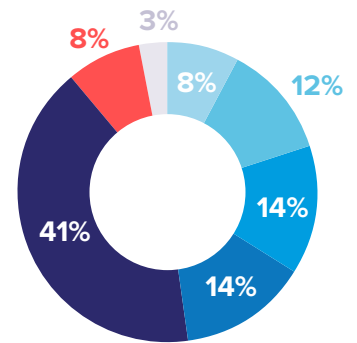
- 5 to 19
- 20 to 34
- 35 to 59
- 60 and over
- Prefer not to respond

What is your current housing situation?



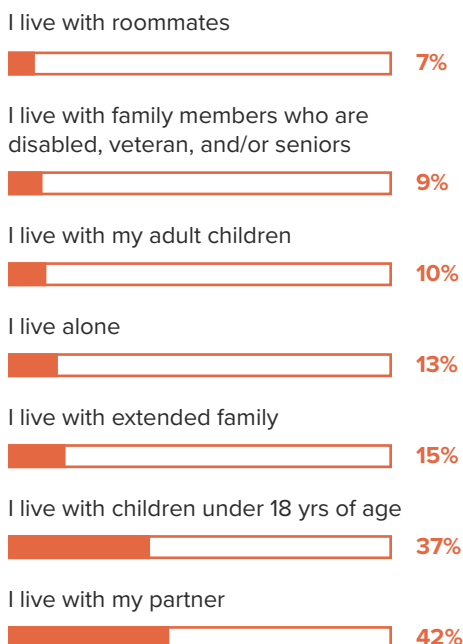
- I own my home
- I rent my home
- Prefer not to respond
- Other

How long have you lived in District 4?

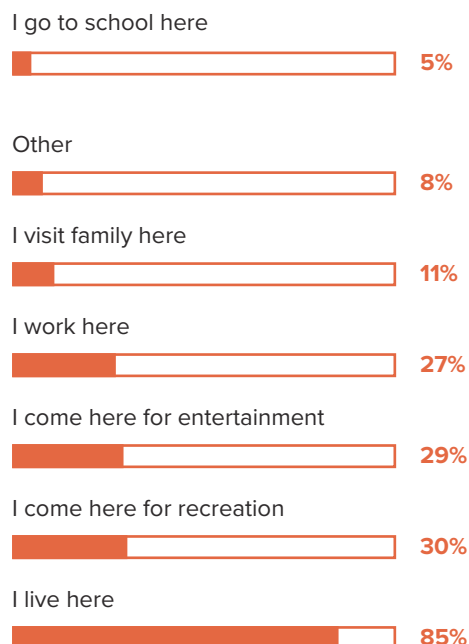


- 0-2 years
- 3-5 years
- 6-10 years
- 10-20 years
- 20+ years
- I do not live in District 4
- Prefer not to respond

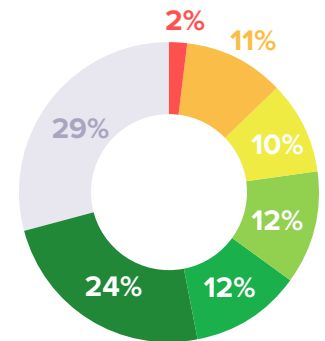
Describe your household characteristics:



What is your relationship to the Sunset?



What is your total household income?



- Less than \$25K
- \$25K - \$50K
- \$50K - \$75K
- \$75K - \$100K
- \$100K - \$150K
- \$150K or more
- Prefer not to respond



Compared to San Francisco overall, the Sunset District uniquely has a higher proportion of seniors, families with children, multi-generational families, and foreign-born resident population. The Network conducted targeted focus groups to capture these specific groups' perspectives outlined in the following section.

FOCUS GROUP PARTICIPANTS

The Network steering committee is made up of the following organizations: Wah Mei School, Sunset Youth Services, Sunset Beacon Neighborhood Center, Gum Moon Asian Women's Center, and Housing Rights Committee. The steering committee and staff designed the focus group content, recruited participants, and facilitated the focus groups. There is a perception that the Sunset is made up of college educated and high-income earners, but the Sunset is also a neighborhood of working-class San Franciscans. The focus groups aimed to capture the perspectives of those community members whose voices are often left out of the public process. Recruitment efforts were targeted toward low- and moderate-income families, seniors, transitional aged youth (aged 16-24 years old), tenants and people experiencing housing insecurity, monolingual Chinese-families and seniors, and service providers serving low-income Sunset community members (groups



served by the Network and with high participation barriers). The Network Steering Committee worked to overcome additional barriers such as the digital divide and language access through offering both virtual and in-person focus groups and one-on-one phone calls with community members.

Most community members who participated in the Network focus groups, fall within these categories:

- Section 8 housing voucher recipients
- Monolingual Chinese parents, seniors, and new immigrants
- Very low-income families and seniors
- Systems impacted youth
- Youths and young adults living in AB12 housing following Foster Care
- Senior care givers
- Renters of varying income levels
- Low-income renters on the brink of homelessness or living in unsafe and unstable conditions, including paying rent "under the table"



Photo by SF Planning



Photo by Flickr user snbc (CC BY-NC-ND 2.0)

- Parents and youth struggling with mental illness
- Transitional Aged Young Adult (TAYA) parents
- Service providers that serve low-income youth, families, and seniors
- Parents with children attending SFUSD

SUMMARY OF COMMUNITY FEEDBACK

Both focus group and survey participants provided feedback on the draft strategies in the following ways:

1. **Housing** – rated level of support (i.e., “I strongly support”, “I somewhat support”, and “I do not support”) for each strategy and shared concerns or ideas for improvement
2. **Neighborhood Services** – ranked the top three strategies that should be prioritized and provided suggestions on additional strategies
3. **Small businesses and neighborhood commercial corridors** – ranked the top three strategies that should be prioritized and provided suggestions on additional strategies

To the extent possible, the draft housing strategies were revised, and actions were created to address overall community priorities. Housing strategies seek to maintain long-term affordability for very low- and low-income households, strengthen anti-displacement and tenant protections with new development, provide more housing options for moderate income households, ensure financial feasibility of new affordable housing models, and provide a wider range of housing options for seniors who want to age in place.

Community ideas for small businesses and commercial corridors and neighborhood services strategies were incorporated as additional actions. See Appendix C for detailed summary of community feedback and priorities.



Photo courtesy of Wah Mei School

Sunset Forward Strategies

Based on community input, SF Planning created a set of district-level actions that can be implemented in the short- and medium-term to address the identified housing and small business and commercial corridors needs. Housing strategies are not meant to tackle large-scale issues that require state and federal action. The actions focus on optimizing new and existing district and citywide efforts that lay a foundation to enable housing, provide small business support, and improve conditions on commercial corridors. Neighborhood services strategies, the Network's strategic plan identifies community priorities the Network can implement through existing and expanded programs. The plan will identify gaps in services where additional resources and coordination among nonprofits and City agencies are necessary. See Appendix D for an executive summary of the Network's plan.

HOUSING STRATEGIES

There is no one-size-fits-all strategy that will address the various housing needs in the Sunset. Housing solutions will require a combination of actions from the City and the District 4 Supervisor, as well as continued community involvement, to ensure the Sunset Forward priorities are addressed. During Phase 2, community members shared their housing priorities for the Sunset. Housing priorities will need to be considered and addressed with implementation of any of the housing strategies presented in this report.



COMMUNITY HOUSING PRIORITIES

Qualitative data analysis of the open-ended responses to the survey as well as focus group discussions, revealed common concerns and priorities. A full list of community concerns and priorities can be found in Appendix C. The concerns and priorities shared across all housing strategies were translated into “community housing priorities” that will need to be considered and addressed in the implementation of any of the housing strategies:

- Build more housing for **moderate-income households**.
- Ensure new housing is **family-friendly**, including two- and three-bedroom units with access to outdoor space.
- Provide seniors with a range of housing options to meet their needs, including allowing **seniors to age-in-place** in their own homes with creative solutions.

“I want to make sure that middle income renters are not lost in this conversation. There are more people living in the city than just very low income.”

- Consider and address potential **impacts to infrastructure** (e.g., water, sewage, City services) **and transportation** (e.g., public transportation, parking) in new housing development.
- **Prevent gentrification and displacement** with new housing development.
- Ensure projects are **feasible and funded, and limit delays in the approval process**, especially for permanently affordable housing.
- **Design and scale** of new housing should fit within the neighborhood context.
- Provide **community services** (e.g., childcare, tenant counseling, etc.) to adequately meet the needs of new and existing residents and **prevent the loss of existing community spaces** for new housing built on public or faith-based sites.
- Ensure that **Sunset residents can qualify for new permanently affordable housing**.
- Ensure **long-term affordability** for very low and low-income households.

There are existing programs and regulations that address some of the community’s overall housing priorities, including environmental impact analysis processes that examine infrastructure and transportation impacts on zoning changes and new projects of a certain size, neighborhood preference programs that qualify Sunset residents for new 100% permanently affordable housing in the neighborhood, and standard design guidelines that consider building design and scale fit with the neighborhood context. The housing strategies and actions aim to address overall housing priorities to the extent possible. The charts below indicate where strategies can address priorities.



1

Increase affordability by using public subsidy to build more affordable housing





The most common sentiment from the needs assessment was that housing is increasingly unaffordable for low- and moderate-income households in the Sunset. The following strategies and actions seek to 1.) enable the creation of more affordable housing in the Sunset through streamlining and analyzing and changing zoning while building community capacity to ensure community needs and priorities are addressed with new development, 2.) identify and secure sites through purchasing land and creating a land

banking program, and make zoning changes that will allow for permanently affordable housing on public and former faith-based sites, 3.) explore the feasibility of building small multi-family permanently affordable housing and identifying funding sources, and 4.) build nonprofit capacity to expand the Small Sites Program into the Sunset and develop a plan to acquire buildings to make them permanently affordable.

“I’m 54 and when I become a senior citizen, I want to be able to stay in SF. Please make this happen.”

Strategy	Action	Lead Agencies	Timeframe
1.1 Allow and build 100% affordable housing on large properties	a. Analyze and change zoning to increase feasibility of 100% affordable housing projects with community-serving ground floor uses 	SF Planning	Medium (1-5 yrs.)
	b. Create additional streamlining and bonus programs for 100% affordable housing projects 	SF Planning	Medium (1-5 yrs.)
	c. Create educational materials and host informational workshops to build community capacity and increase community knowledge and involvement in affordable housing projects 	Nonprofit or MOHCD	Short (1 yr. or less) setup; on-going implementation
	d. Pursue additional funding through local and regional bond measures, direct budget allocations, and other potential sources for affordable housing projects in District 4 	MOHCD*	Long (5+ yrs.)
	e. Explore additional actions to help support production of affordable housing, including identifying opportunities for market rate projects to satisfy their inclusionary requirement by dedicating land for 100% affordable housing in District 4 	SF Planning	Medium (1-5 yrs.)
	f. Explore additional City property tax abatement on units priced above the current affordability level of 80% AMI 	MOHCD, SF Planning*	Medium (1-5 yrs.)
	g. Encourage community-serving ground floor uses in new 100% affordable housing projects, prioritizing local nonprofits to occupy and provide services to new residents 	SF Planning	Short (1 yr. or less); on-going implementation

Strategy	Action	Lead Agencies	Timeframe
1.2 Secure sites and build affordable housing on publicly owned or former faith-based sites	a. Build on the Housing Element Sites Inventory to create an inventory of sites in District 4 feasible for affordable housing and analyze their potential 	SF Planning	Short (1 yr. or less)
	b. Secure land through land purchase, land dedication, and use of public land and faith-based sites for affordable housing 	D4 Office, MOHCD*	Long (5+ yrs.)
	c. Create a funded land banking program to purchase sites that could accommodate at least 50 units on each site, such as faith-based or underutilized sites 	D4 Office, MOHCD*	Long (5+ yrs.)
	d. Analyze and make Planning code changes to allow, streamline, and maximize the number of affordable homes that can be built on feasible sites identified in the District 4 Sites Inventory 	SF Planning	Medium (1-5 yrs.)
	e. Cultivate relationships and partner with large institutional property owners, including faith-based institutions, to explore affordable housing and/or mixed-income housing development with community-serving uses 	D4 Office, MOHCD*	Short (1 yr. or less); on-going implementation
1.3 Create and fund permanently affordable housing that fit within a typical Sunset block (e.g., 4–6-unit buildings)	a. Explore construction and financing models that would enable the creation of affordable housing on smaller sites (e.g., multiplexes on a single-family lot) and expand ministerial review for permanently affordable housing on smaller sized residentially zoned parcels to improve feasibility 	MOHCD*, SF Planning	Medium (1-5 yrs.)
	b. Explore opportunities for group housing and additional affordable housing opportunities outside the traditional tax-credit financing method (e.g., philanthropic, Habitat for Humanity) 	MOHCD*, SF Planning	Medium (1-5 yrs.)

Strategy	Action	Lead Agencies	Timeframe
1.4 Purchase rental buildings to make units permanently affordable and add units when feasible	a. Create an inventory of buildings suitable for purchase under the Community Opportunity to Purchase Act (COPA) and Small Sites programs in District 4 and create a comprehensive plan for acquiring the buildings 	MOHCD*, SF Planning	Short (1 yr. or less)
	b. Build non-profit capacity and provide support in their acquisition of multi-family buildings or land feasible for affordable housing projects through the COPA and encourage nonprofit owners to create new units where feasible 	MOHCD (Westside Capacity Building)	Medium (1-5 yrs.)
	c. Explore fee waiver opportunities for Small Sites Acquisition properties, like the ADU fee waiver process 	SF Planning	Medium (1-5 yrs.)
	d. Research existing programs that give renters an opportunity to purchase their home and create a Tenant Opportunity to Purchase program 	SF Planning*, MOHCD*	Medium (1+A17:D20-5 yrs.)

*City staff and/or financial resources needed



2

Encourage homeowners and developers to construct new housing of various sizes, configurations, and types






While low-income Sunset community members are struggling to find affordable housing in the Sunset, many moderate-income community members would not qualify for 100% permanently affordable housing. Varying degrees of housing needs exist in the Sunset, ranging from families feeling overcrowded to young people needing more access to apartments to elderly homeowners looking to find housing that address accessibility needs.









“I like [strategy] 2A because it will add vibrancy to the neighborhood, especially our commercial corridors that need help right now.”

To meet the need for housing of different types, the following strategies and actions seek to 1.) streamline the process and ensure zoning supports different housing types while coordinating with City agencies on efforts to improve transportation and infrastructure, 2.) make planning code changes that would allow for small multi-family housing throughout the Sunset, 3.) create a housing development incentive program to help low- and moderate-income homeowners build small multi-family units, and 4.) develop a comprehensive plan to address the varying growing senior population needs while offering opportunities for seniors to age-in-place in their existing homes.

“A housing development incentive program for homeowners seems good but would need technical assistance and actual project management to help homeowners access funds and manage new units.”



Strategy	Action	Lead Agencies	Timeframe
2.1 Allow and build mid to large multi-family buildings along transit and commercial corridors	a. Analyze zoning and make planning code changes, including raising height limits and removing density controls, to allow for mid- to large multi-family buildings along commercial and transit corridors in District 4 	SF Planning	Medium (1-5 yrs.)
	b. Coordinate with SFMTA on existing transit improvement projects and analyze impacts from new housing development on commercial corridors in District 4 	SF Planning	Medium (1-5 yrs.)
2.2 Allow small multi-unit housing (up to 3 additional units) that prioritizes affordability	a. Make Planning code changes that increase the opportunity to create more small multi-family buildings through District 4, including replacing lot-based unit maximum zoning controls with form-based residential or mixed-use zoning and changing demolition controls, discretionary review, conditional use authorizations, and other processes that prevent building housing on existing single-family homes or underutilized commercial sites 	SF Planning	Medium (1-5 yrs.)
	b. Incentivize the creation of family-sized (2 and 3 bedrooms) housing in designs that fit with existing neighborhood context 	D4 Office, SF Planning	Medium (1-5 yrs.)
2.3 Create an Incentive Program to support homeowners build small, multi-unit housing and ADUs	a. Create a program and provide City resources to help current low- and moderate-income homeowners add ADUs or small, multi-unit housing on their properties, providing deeper incentives to homeowners who opt to make new units affordable and rented to low- and moderate-income households. Include technical assistance, financial incentives, and project support and property management counseling. 	SF Planning, MOHCD	Medium (1-5 yrs.)

<p>2.4 Allow, streamline, protect, and incentive senior housing of all types</p>	<p>a. Analyze senior housing needs (e.g., displacement and cost burden numbers) and establish responsive targets to meet the demand for senior housing in District 4 and dedicate a share of total affordable or market rate units identified in the Housing Element to be built in District 4</p> 	SF Planning*, various City agencies*	Medium (1-5 yrs.)
	<p>b. Create a neighborhood-specific plan for expanding senior housing in District 4 and remove any barriers to building senior housing of any type</p>   	SF Planning*	Medium (1-5 yrs.)
	<p>c. Expand access to Home Modification programs to provide low-income seniors with free or low-cost home repairs and modification assistance to allow for seniors to age-in-place in District 4</p>  	Nonprofit*	Short (1 yr. or less)
	<p>d. Expand access to Home Match programs for seniors in District 4 to gain rental income and age-in-place while providing housing for low- and moderate-income tenants</p>  	Nonprofit*	Short (1 yr. or less)

*City staff and/or financial resources needed
















Photo by kate_sept2004 / iStock

3

Expand access to renter protections and homeownership opportunities to provide more housing stability

Survey and focus group participants with low- and moderate-incomes reported feeling insecure and unstable in their current housing. Community members, especially renters, shared their struggles to find affordable housing. Most participants felt that homeownership is increasingly out of reach in the Sunset. The following strategies and actions focus on increasing access to existing renter support services and programs that provide homeownership opportunities.

“Helping renters become homeowners will resonate with the Chinese community. Homeownership is very highly valued.”

Strategy	Action	Lead Agencies	Timeframe
3.1 Expand access to existing renter protections and explore ways to tailor them to meet the needs of Sunset renter	a. Increase community awareness of tenant and property owner rights and responsibilities and appropriate practices to ensure tenants have maximum stability 	MOHCD*, Nonprofit*	Short (1 yr. or less) setup; on-going implementation
	b. Increase access to existing renter services, including training and access to BMR (Below Market Rate) application process and use of neighborhood preference and displaced tenant preference programs for District 4 residents   	MOHCD*, Nonprofit*	Short (1 yr. or less) setup; on-going implementation
	c. Support tenant organizing and increase access to tenant support services, including mediation between tenants and landlords in District 4 	MOHCD*, Nonprofit*	Short (1 yr. or less) setup; on-going implementation
3.2 Expand access to homeownership programs and opportunities in new existing and multi-unit developments	a. Expand access to existing programs such as Down Payment Assistance Loan Program (DALP) for District 4 residents   	MOHCD*, Nonprofit*	Short (1 yr. or less) setup; on-going implementation
	b. Research additional programs and create a comprehensive plan for expanding affordable homeownership opportunities in District 4, including exploring models such as cooperative ownership, lease to own, below market rate, and creative financing tools   	SF Planning*, MOHCD*	Medium (1-5 yrs.)

*City staff and/or financial resources needed





Photo by San Francisco Public Works

NEIGHBORHOOD SERVICES STRATEGIES



Four main neighborhood service needs emerged in the outreach and assessment process: 1.) a lack of community connection in the Sunset, 2.) a need for more access to public parks and open spaces, 3.) a need for more access to affordable health and nutrition, and 4.) a need to expand existing or create new programs that serve the Sunset's low- and moderate-income families, youth, seniors, and other vulnerable groups.

Most participants recognized that many existing community facilities (e.g., parks, community centers, etc.) and programs serve youth, families, and seniors both in the Sunset and citywide. Survey and focus group participants shared that Sunset community members should be made aware and have access (e.g., transportation) to

existing facilities and programs. Additionally, participants asserted that the City should ensure adequate funding to meet current and future demands for these facilities and programs.

Community members were asked to rank strategies they would like to see prioritized to address neighborhood service needs. The table below showcases the top ranked strategies.

“Need to include public spaces and access as well. Housing alone is not enough. Other resources are needed so families can thrive.”

Strategy	Action	Lead Agencies	Timeframe
1 Increase community connection	a. Support existing community events and organize additional events to encourage neighborhood connection	D4 Office, D4YFN*	Short (less than 1 yr.) setup; on-going implementation
	b. Identify opportunities for seniors and youth to get involved in the community and partner with schools, community-based organizations, and local small businesses	D4YFN*	Medium (1-5 yrs.)
	c. Create small or large community centers throughout the district	D4 Office*, Rec and Parks*, SF Library*, Nonprofits*	Long (5+ yrs.)
2 Improve access to clean and safe parks and open spaces	a. Improve and continue to prioritize maintenance of facilities in and around neighborhood parks, playgrounds, and public gathering areas	Rec and Park*	Long (5+ yrs.); on-going implementation
	b. Provide access to safe, clean, and well-maintained parks and open spaces	Rec and Parks*	On-going implementation
	c. Encourage use of existing, unused spaces for community activities and gathering areas for all ages	SF Planning*, Rec and Parks*	On-going implementation
3 Expand access to health and nutrition services for low-income youth, families, and seniors	a. Provide access to affordable, healthy food options for low-income families, youth, and seniors	HSA*, Nonprofits*	Long (5+ yrs.); on-going implementation
	b. Provide access to free or affordable community wellness programs and activities	DPH*, HSA*, DCYF*, Nonprofits*	Medium (1-5 yrs.)
	c. Build on the City's Healthcare Master Plan and further Identify gaps in geographic coverage of healthcare facilities and establish smaller clinics throughout the Sunset	SF Planning*, DPH*, Nonprofits	Long (5+ yrs.)
4 Expand existing programs or create new programs that serve low- and moderate-income youth, families, seniors, and other vulnerable groups in the Sunset	a. Streamline approval and provide a fee waiver for facility improvement projects that expand existing or create new programs or services that benefit the community**	SF Planning*	Medium (1-5 yrs.)
	b. Provide funding or support for City Agencies (e.g., SF Rec & Park, DPH, SFUSD, etc.) to coordinate services and/or provide funding for the implementation of Sunset Forward Neighborhood Services Strategies**	D4 Office*	Medium (1-5 yrs.)

Strategy	Action	Lead Agencies	Timeframe
	c. Conduct an asset mapping survey to inventory types of existing services that align with the Sunset Forward Strategies and identify gaps in services**	D4YFN*, SF Planning*	Medium (1-5 yrs.)
	d. Establish a resource guide and volunteer network to increase community awareness of existing programs and services**	D4YFN*	Medium (1-5 yrs.)
	e. Identify priority neighborhood services strategies that align with the Network's programs and service offerings and create an implementation plan for expanding existing or creating new programs**	D4YFN*	Short (less than 1 yr.)
4.1 Expand access to existing programs or create new programs that support families with children	a. Expand affordable daycare, afterschool, weekends, and summer programs for low- and moderate-income families with children	D4YFN*	Long (5+ yrs.)
	b. Advocate and fund free or affordable early care and education programs for low- and moderate-income families with children	D4YFN*	Short (less than 1 yr.) setup; on-going implementation
	c. Support neighborhood block parties or family-friendly community events	D4YFN*	Short (less than 1 yr.) setup; on-going implementation
4.2 Expand access to existing programs or create new programs that support seniors	a. Establish neighborhood shuttle service for seniors	SFCTA, SFMTA*	Long (5+ yrs.)
	b. Improve and expand existing senior facilities in District 4	Rec and Parks*, DAS*, Nonprofits*	Long (5+ yrs.)
	c. Expand existing wellness and exercise classes for low-income seniors	D4YFN*, Nonprofits*, City College*	Long (5+ yrs.)
4.3 Expand access to existing programs or create new programs that support transitional aged young adults (16-24 yrs.)	a. Expand support for non-college bound youth, including access to housing, apprentice programs, and employment opportunities***	D4YFN*, Nonprofits*	Long (5+ yrs.)
	b. Provide tenant support services including application for 100% affordable housing and access to tenant support services***	D4YFN*, MOHCD*	Short (1 yr. or less) setup; on-going implementation
	c. Ensure low-income TAYA have access to free or affordable food, laundry facilities, transportation, and other necessities. ***	D4YFN*	Long (5+ yrs.)

Strategy	Action	Lead Agencies	Timeframe
4.4 Expand access to existing programs or create new programs that support renters (same as Housing Strategy 3.1.)	a. Increase community awareness of tenant and property owner rights and responsibilities and appropriate practices to ensure tenants have maximum stability	D4YFN*, MOHCD*	Medium (1-5 yrs.) setup; on-going implementation
	b. Increase access to existing renter services, including training and access to BMR (Below Market Rate) application process and use of neighborhood preference and displaced tenant preference programs for District 4 residents	D4YFN*, MOHCD*	Medium (1-5 yrs.) setup; on-going implementation
	c. Support tenant organizing and increase access to tenant support services, including mediation between tenants and landlords in District 4	D4YFN*, MOHCD*, Nonprofits*	Short (1 yr. or less) setup; on-going implementation
4.5 Expand access to existing programs or create new programs that support people experiencing homelessness or housing insecurity	a. Explore a navigation center in District 4	D4 Office, HSH*	Long (5+ yrs.)
	b. Provide access to mental health, medical, and housing services to people experiencing homelessness in D4	HSH*, DPH*, Nonprofits*	Long (5+ yrs.)
	c. Provide access to clean and safe restrooms throughout D4	DPW*, Rec and Parks*, SF Library*	Long (5+ yrs.)
4.6 Expand access to existing programs or create new programs that support limited and non-English speaking immigrant households	a. Create a centralized hub for non-English speakers to access support services and resources	D4 Office, OCEIA*, HSA*, Nonprofits*	Medium (1-5 yrs.) setup; on-going implementation
	b. Provide translation and interpretation services as schools, daycares, and after-school programs for non-English speaking parents	D4YFN*, SFUSD*, OCEIA*	Short (1 yr. or less) setup; on-going implementation
	c. Provide free or affordable English language classes	City College*, Nonprofits*	Medium (1-5 yrs.) setup; on-going implementation

*City staff and/or funding for nonprofits needed

**Actions identified by the D4 Youth and Families Network as additional ways to support and implement Strategy 4 to expand existing programs or create new programs. These actions were established after Phase 2 outreach and were not reviewed by the general community members outside of the Network's steering committee.

***Focus group participants with low-income Transitional Aged Young Adults (TAYA) shared that their top priorities as having access to safe, stable, and affordable housing, access to employment trainings and opportunities, and support with necessities like food and laundry services. Survey respondents ranked support for non-college bound youth, support with employment and tutoring services, finding private/public partnerships to provide employment and education opportunities as top priorities. Strategies were revised to reflect a combination of focus group and survey respondent priorities.



SMALL BUSINESS AND COMMERCIAL CORRIDORS STRATEGIES



Sunset community members want to see healthy, vibrant, and thriving neighborhood commercial corridors with a diverse offering of small businesses. Streets and sidewalks should be clean, safe, and welcoming with frequent community events and activities that encourage community connection and promote small businesses. Small business owners shared that they want greater flexibility in their use of commercial spaces, more affordable commercial rents, and

a streamlined permitting process. These factors greatly impact the ability to provide products and services at affordable prices to customers.

Strategies to address needs around small businesses and commercial corridors focus on these key areas: 1) improve zoning and permitting, 2) strengthen coordination along the commercial corridors, and 3) enhance the public realm.

Community members were asked to rank strategies they would like to see prioritized to address small business and commercial corridor needs.

Strategy	Action	Lead Agencies	Timeframe
1 Improve zoning and permitting and ease burdens on small businesses	a. Review and update neighborhood commercial zoning codes to ensure desired uses are allowed and prioritized	SF Planning*	Medium (1-5 yrs.)
	b. Review and update the planning code to allow businesses more flexibility to change uses and allow co-habitation of multiple uses and businesses	SF Planning*	Medium (1-5 yrs.)
	c. Allow and encourage pop-up businesses in vacant storefronts or properties	SF Planning*	Medium (1-5 yrs.)
	d. Explore additional actions to simplify the planning code, streamline the permit approval process, and remove permit delays for small businesses in District 4	SF Planning*, D4 Office*	Medium (1-5 yrs.)
2 Strengthen coordination along commercial corridors	a. Coordinate with the Office of Economic and Workforce Development's Invest in Neighborhoods Team on the creation of a Community Benefit District and identify other community capacity building funding opportunities	SF Planning*, OEWD*	Short-term setup; on-going implementation
	b. Coordinate with the Sunset Chinese Cultural District on a comprehensive plan to support Chinese merchants	SF Planning*, Sunset Chinese Cultural District	Medium (1-5 yrs.)
	c. Promote community-building events and encourage small businesses to participate	D4 Office	Short-term setup; on-going implementation
	d. Create inventory of existing Merchant Associations and membership, identify gaps and outreach small business owners not currently affiliated with existing associations, and organize monthly coordination meetings with all merchant associations in the Sunset	D4 Office*, OEWD*	Medium (1-5 yrs.)

Strategy	Action	Lead Agencies	Timeframe
3 Enhance the public realm along the Sunset's commercial corridors	a. Coordinate with SFMTA, Public Works, and other relevant City agencies to identify existing efforts and gaps for improving cleanliness along District 4 commercial and transit corridors; outreach to community groups to coordinate volunteer days	SF Planning* SFMTA*, Public Works*, D4 Office*	Medium (1-5 yrs.)
	b. Work with Public Works, SF Rec & Park, and other relevant City agencies to add more greenery and planters on Taraval, Judah, Irving, and Noriega; outreach to community groups to coordinate volunteer clean-up and tree-planting days	SF Planning* SFMTA*, Public Works*, SF Rec and Park*	Medium (1-5 yrs.)
	c. Partner with local artists to create murals and other public art throughout the Sunset	D4 Office*, OEWD*, Nonprofits or community groups*	Medium (1-5 yrs.)

*City staff and/or financial resources needed



Photo courtesy of Wah Mei School

Implementation & Next Steps

Housing

Various efforts are already underway to help address the housing needs in the Sunset.

Housing Development Incentive Package

District 4 Supervisor Gordon Mar recently passed legislation to create a Housing Development Incentive Package targeting low- and moderate-income homeowners interested in building an Accessory Dwelling Unit (ADU) or small multi-family housing. This program will build on the Affordable ADU Pilot Program that was conducted in 2020-2021 with 30 low- and moderate-income homeowners in the Sunset.

Land Banking Strategy Opportunities

The Supervisor's office has also pursued conversations with MOHCD on potential land banking strategies to secure and dedicate land for 100% affordable housing as well as exploring various solutions to address the need for more senior housing in the Sunset, including board and care homes. The Housing Rights Committee, part of the District 4 Youth and Families Network, will ramp up their community outreach efforts on the west side to ensure Sunset community members are aware of and have access to tenant support services.

2022 Housing Element Update

At the citywide level, San Francisco's 2022 Housing Element Update is expected to be adopted in Spring 2023. The City's first housing plan centered on racial and social equity, the Housing Element's policies align closely with

Sunset Forward strategies, specifically around building more affordable housing, increasing housing choices along transit and commercial corridors, providing more moderate-income housing by allowing smaller multi-family buildings, and building more senior housing of all types.

Housing Choices Rezoning Program

As part of Housing Element implementation efforts, SF Planning will launch the Housing Choices Rezoning Program in Summer 2022 to engage communities on rezoning transit and commercial corridors and other programmatic ways to support more housing choices, stabilize vulnerable households, and identify and align community priorities with rule changes and resource opportunities. SF Planning will build on conversations with community from the Sunset Forward process and explore additional solutions that can address the housing needs identified through the needs assessment.

Interagency and Development Coordination

SF Planning will share the Sunset Forward Needs Assessment Findings and Strategies with other City agencies and project sponsors to encourage future development projects and City efforts address the needs identified by the Sunset community.

Additional resources are needed to explore actions that enable and increase building more housing affordable to low- and moderate-income households throughout the Sunset, including securing and purchasing land, identifying additional funding sources, pursuing opportunities to build on publicly owned or former faith-based institutions, and expanding services that support renters and provide pathways to homeownership.



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Photo by San Francisco Shared Spaces

Neighborhood Services

The District 4 Youth and Families Network will expand their impact by continuing to establish and strengthen relationships with local nonprofits and the Sunset community. The Network will focus on immediate next steps that support implementation of several key neighborhood service strategies:

1. **Increase community connectedness** by hosting events and activities designed to bring community together and creating an intergenerational volunteer network to uplift the value of youth and elders, while creating intrageneration connectedness.
2. **Improve services for children and families, seniors, and transitional aged young adults** by creating an asset map that identifies existing services and communities served and addressing service gaps through program expansion or creation.
3. **Build the voice of the Sunset community** through community education and empowerment workshops to demystify complex policies and systemic injustices that affect the Sunset community, increasing participation and civic engagement, and advocating for Sunset community needs.

While there are existing nonprofits in the D4 Youth and Families Network, that provide programs and services that align with the neighborhood services priorities, additional collaboration and resources are required to fully address the needs. The neighborhood services strategies require resources for nearly all priority actions because beyond providing programs and services, the Sunset community and nonprofits need resources to create and maintain community connection and build capacity to better advocate for and access critical neighborhood services.

Many City agencies, including the Department of Children Youth and Families (DCYF) and the San Francisco Transportation Authority (SFCTA) are also already providing services or undertaking projects that align with the community's priorities for neighborhood services. For example, the SFCTA will be starting work on a business plan for a neighborhood shuttle program, a recommended strategy from the D4 Mobility Study, the transportation component of Sunset Forward. Further implementation of the neighborhood services strategies requires SF Planning, the District 4 Supervisor's Office, the D4 Network, and Sunset community working with City agencies and local nonprofits around expansion of existing programs or the creation of new programs in the Sunset.

Small Businesses and Neighborhood Commercial Corridors

SF Planning shared the Community Needs Assessment findings and draft Sunset Forward Strategies with the Office of Economic and Workforce Development (OEWD).

Economic Development Programs

SF Planning and the District 4 Supervisor's Office will connect with OEWD's Invest in Neighborhoods Team. They will explore the potential commercial district planning, management, safety, and vibrancy program opportunities, which could address many community's needs around enhancing the public realm and providing support for small business owners.

Sunset Chinese Cultural District

The recently created Sunset Chinese Cultural District can build on the Sunset Forward effort, create, and implement more targeted strategies to protect and support long-standing Chinese businesses in the Sunset.

Office of Small Business in the Permit Center

In May 2022, Mayor Breed announced multiple improvements to the City's support services for small businesses including dedicating small business permit specialists and inspections ambassadors at the Permit Center to provide better guidance and support for small business owners as well as and Prop H improvements to increase coordination between City agencies and the expedite permit review process.

Housing Choices Rezoning Program

The Housing Element Update 2022s Rezoning Program, focused on increasing housing along transit and commercial corridors, could offer an additional pathway to increase City services and neighborhood amenities adding vibrancy and activity to the Sunset's commercial corridors. Along with encouraging diverse housing type develop-



Photo by San Francisco shared Spaces

ment to stabilize and support low-, moderate-, and above moderate-income households, the policy recommendations include actions that would strengthen local businesses that support cultural identity and community needs.

Additional resources are needed to explore additional actions to increase certainty for small businesses to open, expand, or shift their business offerings as well as support and strengthen merchants' associations along the Sunset's commercial corridors.

Conclusion

The Sunset is a historically working-class neighborhood, a beacon of hope for many immigrants whose families worked hard to buy their first home in the neighborhood. Like all neighborhoods throughout the city, the Sunset is becoming more and more expensive. High housing costs threaten to push the Sunset's seniors, families, service workers, youth, and other vulnerable groups out of the neighborhood and the city entirely. Further, the COVID-19 pandemic crippled the neighborhood's



Photo by San Francisco shared Spaces

already struggling small businesses and the need for more access to affordable childcare, senior facilities, and other critical services that support a healthy community has increased over the last several years.

There are citywide efforts to pursue a more equitable distribution of housing throughout all neighborhoods in San Francisco, a shift from concentrating most of the city's growth in the southeast neighborhoods. The Sunset, unlike the southeast neighborhoods, has largely avoided significant housing development over the last several decades.

Despite a lack of significant change, the needs exist in the Sunset. Sunset community members shared stories of families living overcrowded, unable to find alternative housing in the neighborhood and seniors finding it increasingly difficult to remain in their homes. Low-income renters shared fears of being evicted from their rent-controlled buildings knowing they cannot afford to pay market rate rent.



Photo by San Francisco shared Spaces

The focus is shifting to westside neighborhoods, including the Sunset, to carry much of the needed housing to address the crisis. There is opportunity for the Sunset community to continue to elevate their housing, neighborhood services, and small business and neighborhood commercial corridor needs and priorities. New development can be paired with community-supported solution implementation.

The Sunset is in a unique position to learn from other neighborhoods that have seen a lot of development over the years and work with the City to ensure community stabilization and protections are in place. As the Sunset grows and changes, the community can benefit from the opportunities that come with development. The Sunset Forward Needs Assessment and Strategies is a roadmap for the community to achieve the future they want in the District.

COMMUNITY VISION

How do you want the Sunset to look and feel like 30 years from now?

“I’d like to see a child-friendly Sunset District, where children can freely play outside and travel to school, libraries, parks, and socialize without traffic danger or other threats to their safety.”

“A diverse, vibrant and safe community connected to the city with a working MUNI and public transit ”

“Housing options would be more mixed: more apartments affordable to middle- and lower-income residents. The FSK Annex educator housing a thriving community.”

“Thirty years from now, I want the Sunset to be a destination not only for those living here but also for those outside our neighborhood.”

“A vibrant, diverse neighborhood where everything I need is within walking distance from my house.”

“I want the Sunset to be a vibrant, clean neighborhood with plenty of services that are walkable but can also be reached using a fast and reliable transit system.”

“All storefronts on commercial corridors are occupied, predominantly by independent businesses.”

APPENDICES



Sunset Forward Community Needs Assessment

FINDINGS REPORT



San Francisco
Planning



DISTRICT 4 Community Needs Assessment



San Francisco
Planning

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49 South Van Ness Avenue, Suite 1400
San Francisco, CA 94103
www.sfplanning.org

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Executive Summary



Sunset Forward is a community-driven planning process with a mission to stabilize low- and moderate-income families and seniors in the Sunset, enhance community connection and quality of life for all by addressing unmet needs in housing, transportation, and neighborhood businesses and services. The first phase of this project was the Community Needs Assessment, an extensive outreach effort which gathered feedback from those who work, live, play, study, and worship in the Sunset.

From April 2020 through January 2021 Sunset community members participated in virtual town halls and listening sessions, virtual meetings and focus groups, the Sunset Forward Community Needs Assessment Survey (the Survey) and provided input through the [Sunset Forward website](#). We heard from over 2,000 community members through the various virtual events, survey, and website.

The Community Needs Assessment found that many Sunset residents are struggling to afford and secure housing that meets their current and future needs, have limited access to critical neighborhood services, and have seen a continual decline in the health of their neighborhood small businesses and commercial corridors through the years.

Housing



Housing has profound impacts on who gets to live and work in the Sunset. Housing in the Sunset is unaffordable, especially for low- and middle-income households. A variety of affordable housing options are necessary to meet the different needs of current and future residents in the Sunset. Families are overcrowded, even in single-family homes, but a lack of affordable options limits their ability to move or expand. Seniors need housing that is both affordable

and accessible. Youths and young people are increasingly seeing themselves priced out of their own neighborhood. There is a growing need for services and housing to support the increasing population of people experiencing homelessness in the Sunset.

Small Businesses and Neighborhood Commercial Corridors



The Sunset community wants their small businesses and neighborhood commercial corridors to be healthy, vibrant, and thriving with a diverse offering of shops and restaurants.

Streets and sidewalks should be clean, safe, and welcoming. Frequent community events and activities can encourage community connection and promote small businesses. Small business owners want greater flexibility in their use of commercial spaces, more affordable commercial rents, and a streamlined permitting process. These factors greatly impact the ability to provide products and services at affordable prices to customers.

Neighborhood Services



There is a need for a stronger sense of community that has been emphasized by the COVID-19 pandemic. Survey respondents rated community centers and cultural centers as the top desired neighborhood service and crave more community events and opportunities for people to connect across ages and cultures. Even before the pandemic, there was a decline in neighborhood services in the Sunset. There is a need to expand existing programs and provide more services for low-income seniors, families and youth, people experiencing homelessness, and non-English speaking community members. The community highly values their access to parks and open spaces and there is a desire for improved safety, cleanliness, and accessibility.

Introduction and Background

Sunset Forward is a community-driven planning process with a mission to stabilize low- and moderate-income families and seniors in the Sunset District, enhance community connection and quality of life for all by addressing unmet needs in housing, transportation, and neighborhood businesses and services. This effort is a collaboration between the Office of District 4 Supervisor Gordon Mar, the San Francisco Planning Department, the San Francisco County Transportation Authority, the District 4 Youth and Families Network, and the Sunset community.

The Community Needs Assessment is the first phase of Sunset Forward. This extensive outreach effort gathered feedback from those who work, live, play, study, and worship in the Sunset. Through this first phase of outreach, Sunset community members shared their needs and priorities in three areas: housing, small businesses and neighborhood commercial corridors, and neighborhood services. The transportation component of Sunset Forward is led by the San Francisco Transportation Authority through their District 4 Mobility Study. To learn more about this effort, visit the [D4 Mobility Study website](#).

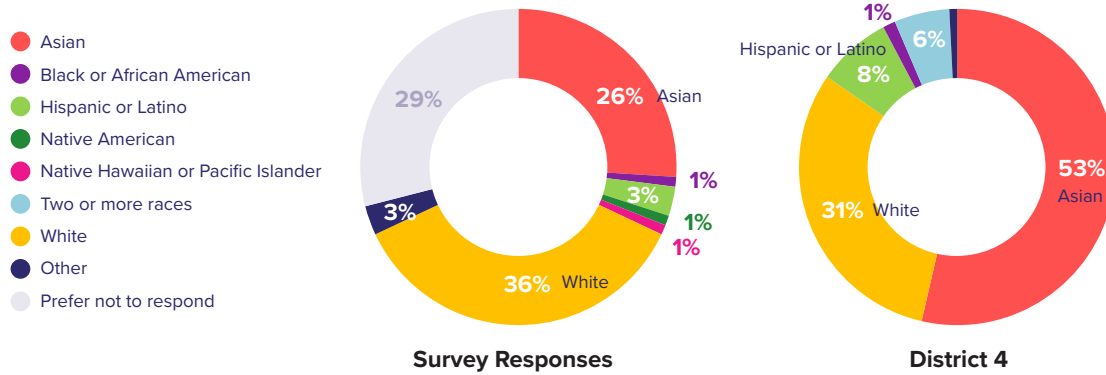
From April 2020 through January 2021, Sunset community members had a variety of options for participating in the first phase of outreach. The project team held 16 virtual listening sessions, 16 virtual meetings and focus groups, and distributed the Sunset Forward Community Needs Assessment Survey (the Survey) through various channels. In addition, San Francisco Planning attended and recorded feedback from 14 Virtual Town Halls hosted by the District 4 Office. Focus groups and listening sessions were facilitated in English and Cantonese, and Cantonese interpretation was made available for all virtual town halls. The Survey

was available in English and Chinese and was open from July 2020 to January 2021. The [Sunset Forward website](#), launched in July, served as a platform where community members could submit questions and comments, complete the Survey, and share their vision for the future of the Sunset.

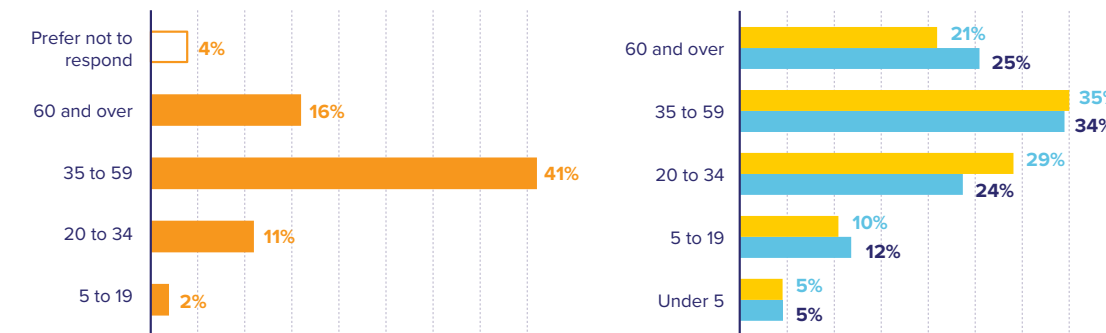
We heard from approximately 1,600 community members through the various virtual town halls, focus groups, community meetings, and listening sessions.

There were 757 total responses to the Community Needs Assessment survey. 91% of respondents either lived, worked, and/or went to school in the Sunset. Survey respondents represented a range of ethnicities, income levels, and age groups that closely matched the District's demographics according to the U.S. Census. The income levels of survey respondents mirrored District trends, with a higher proportion (24%) of respondents reporting household incomes of \$150,000 or more. However, 27% of respondents have household incomes of less than \$100,000. 40% of survey respondents own their homes compared to the 25% that identify as renters, reflecting the District's higher proportion of homeowners (61%) compared to renters (39%). A major difference between District and survey demographics is the underrepresentation of Asian respondents at only 26% compared to 53% of the Sunset's overall population that identify as Asian. Compared to San Francisco overall, the Sunset District uniquely has a higher population of seniors, families with children, multi-generational families, and foreign-born residents. Many of the findings in this report speak directly to the specific needs of these groups. For additional details, including a quantitative summary of the survey results and recorded presentation of the findings, visit the [Sunset Forward website](#).

What is your ethnicity?



What is your age?



What is your household income?

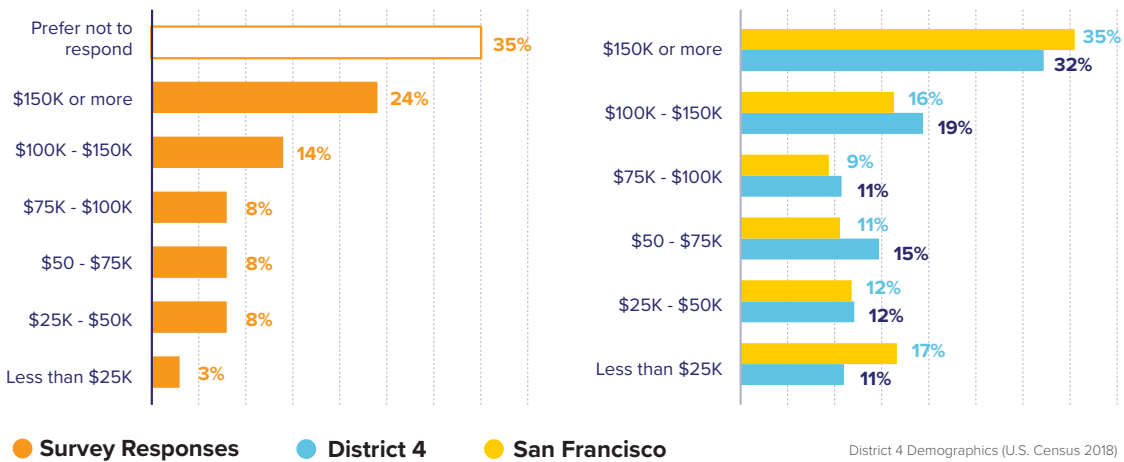




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KEY FINDINGS

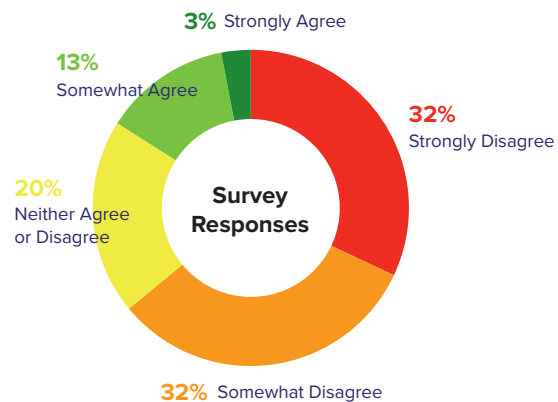
Housing



Affordability

The most common sentiment is that housing is increasingly unaffordable for low- and middle-income households in the Sunset. Many residents take pride in the Sunset's history and identity as a predominantly working-class neighborhood, but over the years, families, seniors, and young people have been pushed out of the district and the city altogether. The lack of affordability places limits on people's ability to stay in their neighborhoods and have access to housing that meets their specific needs. Affordability also determines who can live and work in the Sunset, contributing to the community's overall sense of connectedness and identity as a family-friendly neighborhood. Community members also shared the need for more affordable housing for low-income households as well as addressing the overall need for a variety of different types of housing that is affordable to middle income households.

Housing in the Sunset is affordable...



64% of survey respondents say that housing in the Sunset is unaffordable

Current Housing Needs

Sunset community members shared varying degrees of housing needs that range from families feeling overcrowded, young people needing more access to affordable studios and 1-bedroom apartments, to elderly homeowners looking to find housing that addresses their accessibility needs. Below is a summary of housing needs by group:

Seniors are seeing a lack of affordable senior housing and assisted living options that meet their specific accessibility needs. Senior renters are especially vulnerable to evictions and discrimination by landlords. Many shared experiences of being forced out of their apartments or having rental applications denied in favor of younger renters with higher incomes. The district's size makes access to goods and services a challenge; therefore, there is a need for an increase in small-scale nursing homes located throughout the district in addition to larger senior facilities. Housing for seniors must be planned in coordination with services like paratransit and are located in proximity to commercial areas. Many seniors fear leaving their homes or have limited mobility issues, thus are more vulnerable to social isolation. Large senior housing facilities can feel institutional and impersonal; therefore, seniors need more housing options. Many senior homeowners are "house rich and cash poor" and express feeling "trapped" in their homes. Seniors that are interested in building Accessory Dwelling Units (ADUs) or renovating their homes see it as a daunting and expensive process.

“Unfortunately, people won’t rent to us seniors because they are afraid we will stay too long and they can’t raise the rent.”

Families tended to reply that they found few affordable housing options in the district, especially for low-income families. A relatively high percentage of Sunset families live multi-generationally or with extended family for a variety of



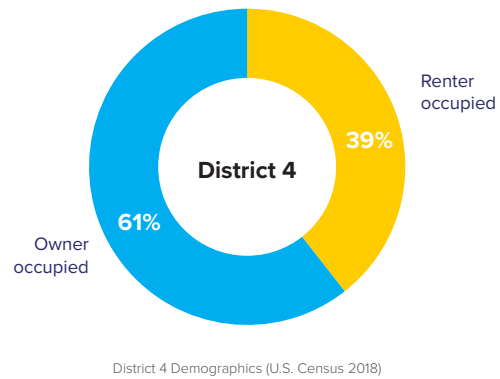
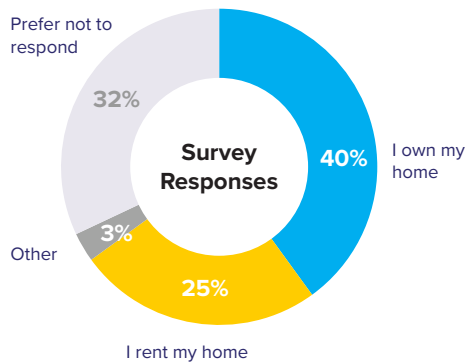
Photo by iStock / Spondylolithesis

reasons including costs, culture, and childcare. Many families in the Sunset are overcrowded, even in single family homes. Some households with one or two children felt their ability to expand as a family was limited due to housing. COVID-19 has caused more overcrowding as parents work from home, children distance-learn, and extended family move in to help with childcare. Lack of affordability limits the ability to move into a bigger place or expand existing homes. Young couples feel they cannot afford to live on their own or start a family due to high housing costs. Friends, neighbors, and other family members are leaving the Sunset or the City entirely. Families need housing with access to outdoor space or in proximity to parks. Middle income families are continually priced out of the Sunset. Parents are concerned that their kids cannot afford to live in the neighborhood they grew up in.

“The only thing keeping my family of four in our 1 bed, 1 bath apartment is rent control.”

Transitional Aged Youth (TAY) (16-24 years old) feel there is a tension between their housing needs and the Sunset as a single-family home neighborhood. Many are living in overcrowded situations with roommates in studios or one-bed-

What is your current housing situation?



room apartments. Students are having to sleep on couches which disrupts their mental health and capacity to learn. Youths are having to help their parents with rent payments. Young people feel like homeownership in the Sunset is out of reach.

People Experiencing Homelessness are facing a lack of homeless services and supportive housing in the Sunset. Community members have noticed an increase in people experiencing homelessness in the neighborhoods but feel that there's a lack of resources to help the unhoused community access the services they need.

“There just needs to be more housing so we are not limited to undesirable or unsafe conditions.”

Renters feel less secure and stable in their housing compared to homeowners. The survey found that the Sunset has many different types of renters with varying needs (e.g., college students, young professionals, families, seniors, etc.). Many worried about loss of income due to the COVID-19 pandemic and the inability to pay rent. Renters fear evictions and abuse by landlords and feel insecure

about losing their rent-controlled apartments and being forced to leave the Sunset or the city entirely. Many reported living in properties in need of maintenance and safety improvements but are left neglected by landlords. Renters feel there are no affordable homeownership opportunities in the Sunset.

“I’d like to enlarge my home so I can rent rooms out, but I do not have the income to qualify for a loan to do this.”

Homeowners are interested in building Accessory Dwelling Units (ADUs) but face barriers. They need help navigating the process of building ADUs or bringing unauthorized dwelling units (UDUs) up to code. Homeowners need affordable technical assistance and greater transparency around the permitting process. Some homeowners are concerned their property taxes will increase. Some homeowners with rental units on their properties expressed fear that renting their property would result in undesirable or “bad tenants”. Community members feel that homeownership is increasingly out of reach with the average single-family home priced at over a million dollars.

Security and Stability

A high proportion of Survey respondents reported feeling secure and stable in their current housing. However, most of those respondents were homeowners that reported having purchased or inherited their homes a long time ago. Renters who said they felt secure and stable attributed that security to paying below market rents or living in rent-controlled buildings. A small percentage of respondents reported living rent-free with family members.

When broken down by income, respondents with low to moderate incomes report feeling less secure and stable compared to respondents with high incomes. Renters generally have lower incomes, making them less secure and stable than homeowners. Many renters are dependent on roommates and landlords who agree not to raise rent or sell their properties. Some survey respondents expressed that they are living in unsafe conditions but are unable to afford to move. Some retired homeowners on fixed incomes worry about their ability to pay their mortgage or a future increase in property taxes.

“I’m afraid my landlord could sell the house I rent and I’m unsure about my situation in that case.”



Future Housing Needs

Nearly 40% of respondents say their future housing needs will not be met in their existing homes. A higher proportion of respondents aged 5 to 19 and aged 20 to 34 do not think their future housing needs will be met compared to respondents in other age groups.

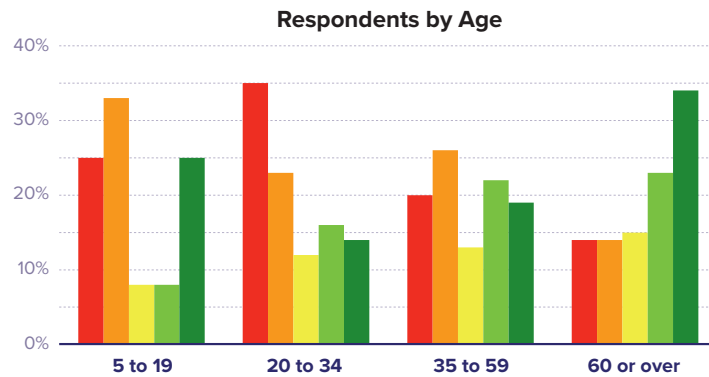
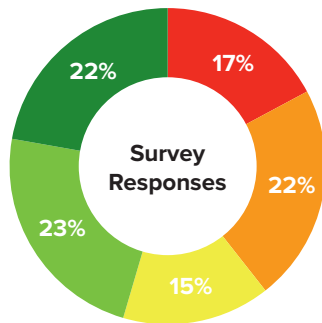
Parents shared fears that their kids will not be able to afford to live in the neighborhood they grew up in, having a major impact on the health and future of the Sunset community. Many respondents with families feel that they are outgrowing their current home as they expand, and their children grow. Many parents also rely on grandparents and other extended family members to help with rent and childcare, causing their households to become overcrowded.

Seniors expressed concern about future mobility issues as well as social isolation in their current homes. Many senior homeowners are interested in renovating or adding an Accessory Dwelling Unit (ADU) but find the process to be daunting and/or expensive.

Many respondents expressed a desire to expand their homes to take care of their aging parents but face similar barriers. Respondents shared the need for a variety of different options for seniors such as small to midsize nursing homes, independent and assisted living facilities, and social housing.

Nearly 40% of survey respondents say their future housing needs will not be met in their existing home.

The housing that exists in the Sunset will meet my future needs...



● Strongly Agree
 ● Somewhat Agree
 ● Neither Agree or Disagree
 ● Somewhat Disagree
 ● Strongly Disagree



Impacts from COVID-19 on Housing

The COVID-19 pandemic has exacerbated many challenges renters already were facing, such as overcrowding and the fear of eviction. Some respondents also shared that loss of income weighed heavily on their ability to afford to live in the Sunset. Some reported fear of losing their rent-controlled apartment and having to move out of the city entirely.

Respondents with families say that overcrowding has become an increasingly unbearable situation with all adults working from home and children doing distance-learning. Some reported having their adult children move back because of job loss or general inability to afford to live elsewhere. Many respondents shared that the pandemic has forced seniors into further social isolation as many of them fear leaving their homes for safety reasons, or they live too far from the services they need and fear taking public transit.

Respondents say they increasingly witness their family and friends leaving the Sunset. People also reported that since the pandemic began, there has been an increase in break-ins of cars, homes, and garages. Seniors are especially feeling targeted as many of them live alone.



Photo by SF Planning

KEY FINDINGS



Small Businesses and Neighborhood Commercial Corridors

Over half of survey respondents say that restaurants and cafes need the most support from city government, followed by grocery stores/small markets, recreational services such as gyms, and personal services such as beauty salons.

Respondents say they would prefer to dine and shop locally if businesses are within walking distance, businesses take appropriate precautions to prevent the spread of COVID, and if streets are more vibrant and pedestrian friendly.

The following themes emerged from focus group conversations and meetings with **small business owners**:

- **Costs are a major burden.** Many small businesses struggle with high and rising rents and some feel that commercial landlords are not sensitive to the current pandemic. Operating costs and the uncertainty of being able to keep their businesses open has placed incredible strain on small business owners. Many reported needing more financial support from the City through grants and subsidies to stay afloat.
- **The permit process is a barrier.** Small business owners shared their experience and frustrations over lack of clarity and transparency, delayed timelines, and extensive approval processes. These have led to loss of income and put them at risk for bankruptcy. Small businesses shared the need for greater flexibility in the permitting process overall and faster approval timelines.
- **Employees cannot afford to live in the Sunset.** Housing affordability limits a small business' ability to hire employees from the community. Many reported that their employees have long commutes, greatly impacting their interest in the job and ability to arrive on time.
- **The Sunset needs a stronger small business community.** Business owners shared the need to have better coordination along the commercial corridors to share information and build community. Many felt there is not one central and reliable source of information around City processes.



Photo by SFAC / Cole Anetsberger



Photo by San Francisco Planning

“The Irving, Noriega, and Taraval corridors are looking more and more sparse, and it was bad before COVID.”

The following themes emerged from listening sessions, focus group conversations, and open-ended survey questions from the **general public**:

- **The health of the Sunset’s neighborhood commercial corridors is important.** Storefront vacancies hurt the entire health of commercial corridors. Businesses need to be located together to increase activity and overall vibrancy of the area. Small businesses need better marketing and community events to promote and draw people to the commercial corridors.
- **The Sunset needs greater diversity and affordability of businesses.** Many people shared the desire for a variety of business types on Taraval, the Outer Avenues, and along Ocean Beach. Business types may include small shops, music, and entertainment venues. In addition to encouraging a diversity of businesses, there is also a need for more places to be affordable to young people, seniors, and low-and-middle families in the neighborhood.
- **Good street conditions attract customers.** Many people shared that street closures help bring the community together and promote small businesses. Sidewalks and streets should be kept safe and clean. Commercial corridors need to be more pedestrian friendly with better traffic safety measures. The Sunset commercial corridors need more planters and murals by local artists to help beautify the public spaces.
- **Customers need access.** People shared the need for more travel options and better access to the Sunset’s commercial corridors. Feedback included: improved public transit, bike parking and bike lanes, improved pedestrian experience and accessibility, improved parking, especially for people with disabilities, availability of neighborhood shuttles for seniors and people with disabilities, electric vehicle charging stations, and more shops and restaurants within walking distance from residential areas.

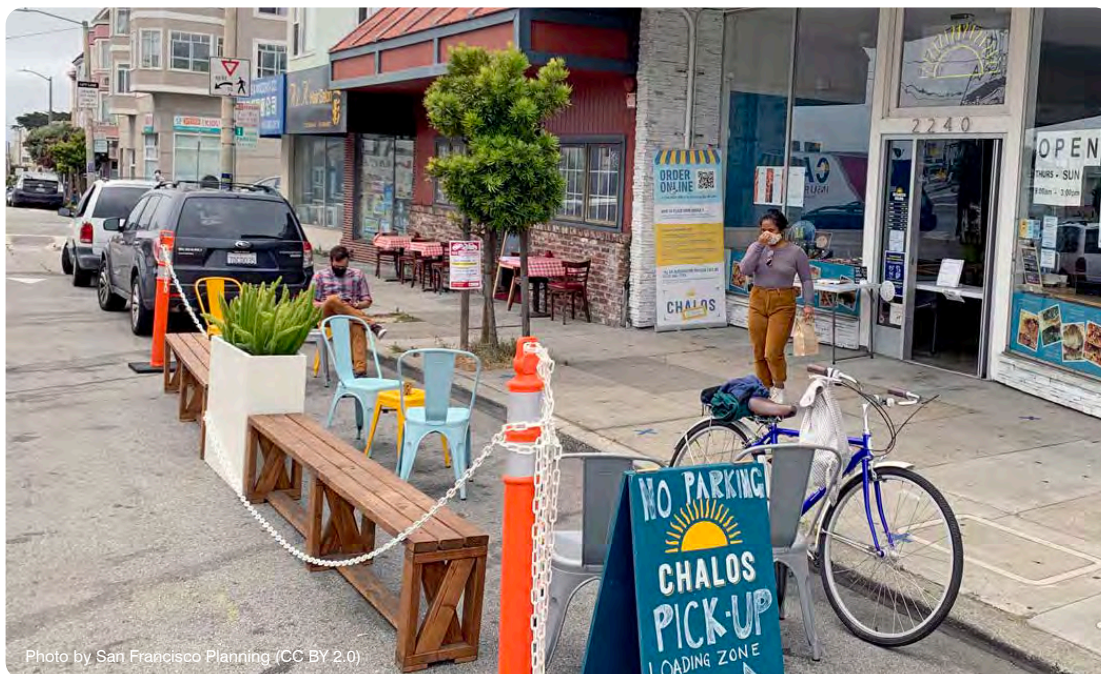


Photo by San Francisco Planning (CC BY 2.0)

Impacts of COVID-19 on Neighborhood Small Businesses and Commercial Corridors

Like the rest of San Francisco, the Sunset District has seen its fair share of closures of small businesses and an increase in storefront vacancies as a result of COVID-19. Many community members expressed their hesitancy to frequent their neighborhood commercial corridors due to fear of catching and spreading COVID-19, especially during the height of the pandemic in Summer and Fall 2020. Both small business owners and community members alike shared gratitude for the City's Shared Spaces program as it allowed businesses to provide services outdoors. Shared Spaces brought much needed activity back to the commercial corridors, but people expressed that they want businesses to take the proper health and safety precautions to keep customers and staff safe.



Photo by SFAC / Cole Anetsberger

KEY FINDINGS

Neighborhood Services



Survey respondents rated community/recreation centers and cultural centers as their most desired neighborhood services, followed by more public parks and open spaces, youth programs, and grocery stores. The top reasons why respondents are unable to access the services they need in the Sunset include services are closed or have limited hours due to COVID-19, lack of transportation, and services are not available in the Sunset.

“We are all craving community right now.”

The following themes emerged from listening sessions, focus group conversations and open-ended survey questions:

- **There is a lack of community connectedness in the Sunset.** The Sunset needs more spaces and opportunities for people to connect across ages and cultures. There is a need for more community events and activities that help parents find support groups, prevent social isolation in seniors, and encourage youth to connect with their peers in the neighborhood. There is also a tension between long-time residents and newcomers that can be addressed through more community building events.



Photo by SFAC / Cole Anetsberger

- **There is a need for more access to public parks and open spaces.** Sunset community members really value their parks and open spaces. People shared a desire for more access to clean and safe parks, better accessibility for seniors, more outdoor childcare and summer camps, as well as safety improvements such as lighting in existing parks.
- **Existing programs and neighborhood activities need to be expanded.** Even before the COVID-19 pandemic, there was a decline in programs and activities. People shared the need to expand existing programs especially those that serve low-income seniors, families, and youth in the Sunset.



Photo by Hoodline / Fiona Lee



Photo by SFAC / Cole Anetsberger

“Exercise classes geared toward seniors have become unavailable or limited to access.”

Neighborhood service needs were also identified by group:

Seniors were isolated even before COVID-19 and would benefit from greater access to senior centers, programs, goods, and services that are in closer proximity to their homes or more accessible by public transit or paratransit. Seniors lack access to affordable and nutritious food, and local affordable health clinics. Seniors also need access to internet and tech support services.

Families are experiencing a shortage of childcare, after-school, and summer programs that are affordable and do not require long waiting lists. Families are craving a sense of community connection with other families in the area. There is generally a lack of youth-oriented spaces and programs available. People shared the need for expanding existing services to the weekend for low-income families, as well as more access to mental health services for parents and children.

Transitional Aged Youth (TAY) (16-24 years old)

feel isolated from their peers and need more gathering spaces like libraries, affordable cafes, and stores. Other needs include help with finding housing and employment opportunities, SAT and other tutoring services, more TAY-centered community events and activities, access to free or affordable Wi-Fi, and support for non-college bound youth.

People experiencing homelessness need better services in the Sunset. Community members observe an increase in people experiencing homelessness in the district but feel there is a lack of services and shelters nearby to refer people to. There is also a need for better access to food, public restrooms, and storage lockers for people to store their belongings throughout the day.

Renters and homeowners have differing needs related to better access to support services. Renters would like more access to tenant counseling and help with mediating tenant-landlord issues. Homeowners, especially seniors, expressed support for technical assistance and understanding on how to build ADUs. Low-income seniors and families need support, including language assistance, with the application process for Affordable Housing and Below Market Rate (BMR) homes.



Photo by Flickr user snbc (CC BY-NC-ND 2.0)

“We need support groups and parenting tips around how to raise kids and teenagers in immigrant families.”

Immigrants expressed the need for better language access support. This includes access to English lessons, translation services at nonprofits, schools, and daycares, WeChat classes for seniors, offering WeChat as a primary communication tool to reach monolingual households, and ensuring that important community events and announcements are translated in multiple languages.

Service Providers shared that a shortage of funding and high commercial rents impacts their ability to expand existing services or create new services to meet the needs. Lack of housing affordability in the Sunset limits their ability to hire high quality and local employees. Childcare and after-school program providers specifically shared the challenge of finding building options that are affordable and near parks. The City’s extensive grant and contracting processes delays funding and poses uncertainty for service providers. Generally, service providers feel they must be regarded as essential workers so that the community services they provide are prioritized when it comes to funding allocation.

Impacts of COVID-19 on Neighborhood Services.

The COVID-19 pandemic has had a great impact on the Sunset community in all areas. As it relates to neighborhood services, people shared:

- School closures caused an increase in the need for access to childcare but there is a lack of availability, limited services, or closure of these types of services.
- Greater reliance on food pantries. Some community members expressed that they had never relied on food pantries prior to the pandemic.
- The closure of public libraries took away a major community resource.
- Many low-income households could not afford internet access.
- There is an increased rise in violence against the Asian American community, greatly impacting Sunset residents.
- Reduced Muni services greatly impacted essential workers and those without cars.
- Many people relied on virtual faith services as their outlet for connection.
- Senior services were cut significantly, and many seniors could only access food through these programs.
- There is a pronounced need for mental health services.
- People would like better access to COVID-19 testing centers in the Sunset.



NEXT STEPS

The Planning Department, D4 Youth and Families Network, and Office of the District 4 Supervisor will use feedback gathered through this Community Needs Assessment to develop a set of draft strategies to address the community's needs and priorities. Draft strategies will be categorized into three main topics: housing, small businesses and neighborhood commercial corridors, and neighborhood services.

In Summer 2021, the project team will present and solicit feedback on the draft strategies via a series of virtual events and an online survey. Feedback will be used to develop a set of final Sunset Forward Neighborhood Strategies, to be tentatively released in early Winter 2022.

Photo by iStock / Spondylolithesis

Draft Sunset Forward Strategies

The Community Needs Assessment (Appendix A) informed the creation of the draft Sunset Forward strategies. The draft strategies were formulated through a combination of ideas from the Sunset Forward project team and the community input gathered through the needs assessment's focus group groups, listening sessions, and online survey.

HOUSING



1 Affordable Housing

The most common sentiment shared in the needs assessment was that housing is increasingly unaffordable for low- and moderate-income households in the Sunset. The following four strategies focus on increasing affordability by using public subsidy to build more affordable housing in the Sunset.

- Allow and build new 100% affordable family or senior housing on larger properties in the Sunset
- Allow and build affordable housing on publicly owned or former faith-based sites
- Create and fund permanently affordable housing that fit within a typical Sunset block (e.g., new construction or remodel to create 4–6-unit buildings)
- Purchase rental buildings to make the units permanently affordable and add units when feasible

2 Current and Future Needs

Sunset community members shared varying degrees of housing needs that range from families feeling overcrowded, young people needing more access to affordable studios and 1-bedroom apartments, to elderly homeowners looking to find housing that address accessibility needs. Nearly 40% of Needs Assessment survey respondents said their future housing needs will not be met in their existing homes. To meet the wide range of current and future housing needs, the following four strategies focus on encouraging homeowners and developers to construct new housing of various types and sizes.

- Incentivize construction of larger multi-unit buildings along transit and commercial corridors that prioritize affordable and/or rent-stabilized housing
- Allow small family friendly multi-unit housing (up to 3 additional units) that prioritizes affordability throughout the Sunset

- c. Create an Incentive Program to support homeowners to create small, multi-unit housing and Accessory Dwelling Units (ADUs), including deeper incentives if the units are made affordable
- d. Allow, streamline, protect and incentivize senior housing (such as independent living, residential care facilities, assisted living, and skilled nursing facilities) throughout the Sunset

3 Security and Stability

Needs Assessment survey respondents and focus group participants with low- and moderate-incomes reported feeling insecure and unstable in their current housing. Community members, especially renters shared their struggles of finding housing that is affordable. Some shared their experiences of living in unsafe conditions and in constant fear of losing their rent-controlled apartments. Most participants felt that homeownership is increasingly out of reach in the Sunset. The following three strategies focus on expanding renter protections and homeownership opportunities to provide more housing security and stability.

- a. Expand existing renter protections and tailor them to meet the needs of vulnerable populations (e.g., low-income seniors, youth, families, immigrants, etc.) in the Sunset
- b. Create a program which gives renters an opportunity to purchase their home if/when the building is put on sale
- c. Expand home ownership opportunities in new and existing multi-unit developments

NEIGHBORHOOD SERVICES



The Needs Assessment revealed four main themes related to neighborhood services: 1.) there is a lack of **community connection** in the Sunset, 2.) there is a need for more access to **public parks and open spaces**, 3.) there is a need for more access to affordable **health and nutrition**, and 4.) there is a need to **expand existing or create new programs** that serve the Sunset's low- and moderate-income families, youth, seniors, and other vulnerable groups.

Draft strategies to address each of these key areas:

1 Community Connection

- a. Create a community town square
- b. Create small or large community centers throughout the Sunset
- c. Creation of a Sunset cultural center
- d. Support existing community events and organize additional events to encourage neighborhood connection
- e. Identify opportunities for seniors and youth to get involved in the community and partner with schools, community-based organizations, and local small businesses
- f. Provide multilingual communication to disseminate information on community-building events and activities

2 Parks and Open Spaces

- a. Provide access to safe, clean, well-maintained open spaces
- b. Create new open spaces and mini parks throughout the neighborhood
- c. Increase safe and creative use of streets and sidewalks

- d. Improve and continue to prioritize maintenance of facilities in and around neighborhood parks, playgrounds, and public gathering areas
- e. Encourage use of existing, unused spaces for community activities and gathering areas for all ages

3 Health and Nutrition

- a. Identify gaps in geographic coverage of health-care facilities and establish smaller clinics throughout the district
- b. Provide access to affordable, healthy food options for low-income families, youth, and seniors
- c. Provide access to free or affordable community wellness programs and activities
- d. Create or expand programs for local restaurants to offer affordable, healthy meals to low-income families and seniors

4 Existing and New Programs

CHILDREN AND FAMILIES

- a. Advocate and fund free or affordable early care and education programs for low- and moderate-income families
- b. Expand physical spaces for children, youth, and families throughout the Sunset
- c. Provide mental health services and resources to low-income youth and families
- d. Expand affordable daycare, after school, weekends, and summer programming for low- and moderate-income families
- e. Provide free or affordable parenting classes for low-income parents

- f. Support neighborhood block parties or family-friendly community events
- g. Create online hub for families to access resources, announcements, and community events

SENIORS

- a. Improve and expand existing senior facilities in the Sunset
- b. Create senior centers and small-scale pop-up centers throughout the Sunset
- c. Create programs providing seniors with internet and tech support
- d. Provide WeChat training for monolingual Chinese seniors to access resources and community information
- e. Establish neighborhood shuttle service for seniors
- f. Expand existing wellness and exercise classes for low-income seniors
- g. Explore volunteer programs for able-bodied seniors

TRANSITIONAL AGED YOUNG ADULTS (TAYA) AGED 16-24 YEARS

- a. Expand support for non-college bound youth
- b. Expand tutoring and employment training and services for low-income TAYA
- c. Provide spaces for TAYA to hang out
- d. Facilitate public and private partnerships between schools and businesses to enhance learning experiences and job opportunities

RENTERS

- a. Establish a renter services center located in the Sunset
- b. Ensure language access by providing multilingual materials and services
- c. Expand renter counseling
- d. Create special services for renters in single-family homes
- e. Expand services for mediation between tenants and landlords
- f. Expand training and access to BMR (Below Market Rate) application process
- b. Expand use of WeChat to share resources to monolingual Chinese-speakers
- c. Ensure community announcements and events are translated in multiple languages
- d. Provide translation and interpretation services at schools, daycares, and after-school programs
- e. Provide parenting and community-building classes for immigrant families
- f. Provide free or affordable English language classes

PEOPLE EXPERIENCING HOMELESSNESS OR HOUSING INSECURITY

- a. Explore a navigation site in the Sunset
- b. Expand the mobile Homeless Outreach Team (HOT) program
- c. Provide access to mental health, medical, and housing services to people experiencing homelessness in the Sunset
- d. Create and distribute community resources to assist residents in providing help to people experiencing homelessness
- e. Provide access to clean and safe restrooms throughout the Sunset
- f. Provide access to secure lockers for personal belongings throughout the Sunset

LIMITED AND NON-ENGLISH SPEAKING AND IMMIGRANTS HOUSEHOLDS

- a. Create a centralized hub for non-English speakers to access support services

SMALL BUSINESSES AND NEIGHBORHOOD COMMERCIAL CORRIDORS



The following themes emerged from needs assessment focus group and corridor conversations with Sunset community members and small business owners:

COMMUNITY

- **The health of the Sunset's neighborhood commercial corridors is important** and store front vacancies hurt the entire health of commercial corridors
- **The Sunset needs greater diversity and affordability of businesses** to remain enjoyable and accessible
- **Good street conditions attract customers** and investments in safety and design improvements are critical
- **Customers need access through a variety of travel options** while maintaining pedestrian safety

SMALL BUSINESS OWNERS

- Costs are a major burden especially **rising rents and operating costs**
- The permit process is a barrier **and needs greater transparency**
- Employees cannot afford to live in the Sunset **and hinders small business owners' ability to hire locally**
- The Sunset needs a stronger small business community **and greater coordination among the commercial corridors**

Draft strategies to address each of these key areas:

1 Improve zoning and permitting

- a. Update neighborhood commercial zoning codes to ensure desired uses are allowed and prioritized
- b. Allow and encourage pop-up businesses in vacant storefronts or properties
- c. Ensure Sunset businesses can get permits in a timely and predictable manner

2 Strengthen coordination along Taraval, Judah, Noriega, and Irving commercial corridors

- a. Designate a District 4 small business point person within the Office of Economic and Workforce Development
- b. Strengthen and support creation of merchants' associations and coordinated business attraction efforts
- c. Provide specific resources to immigrant-serving business, including long-time Chinese merchants

- d. Provide specific resources to businesses providing accessible and affordable goods and services
- e. Promote neighborhood community-building events and encourage small business participation in neighborhood events and public meetings
- f. Promote opportunities for residents to get more involved in the vibrancy of commercial corridors and small businesses

3 Enhance the public realm

- a. Improve cleanliness on Taraval, Judah, Noriega, and Irving commercial corridors
- b. Add more greenery and planters along commercial corridors
- c. Partner with local artists and explore adding murals and other opportunities for public art throughout the Sunset
- d. Create more pedestrian plazas

Community Feedback and Priorities

HOUSING



Community members shared their level of support, concerns, and ideas for improvement of the draft housing strategies. The following section will summarize the community's overall concerns and priorities and showcase the community's feedback for each individual housing strategy.

There was overall strong support for all the strategies around affordable housing with the most support for strategies that build new 100% affordable housing, building on public lands and faith-based sites, exploring ways to build small scale 100% affordable housing, and purchasing existing rental buildings and making them permanently affordable. Across the board there was support for strategies to build new housing of different types with particularly strong support for building more senior housing of all types. Focus group discussions with low-income families, seniors, youth, and service providers shared a preference for larger multi-unit apartment buildings along transit corridors for better access to services and jobs and a general feeling of safety in apartment buildings with increased security from neighbors. There was strong support for strategies that expand opportunities for homeownership for all participants.

Qualitative data analysis of the open-ended responses to the survey as well as focus group

discussions, revealed common concerns and priorities. The concerns and priorities shared across all housing strategies were translated into “community housing priorities” that will need to be considered and addressed in the implementation of any of the housing strategies.

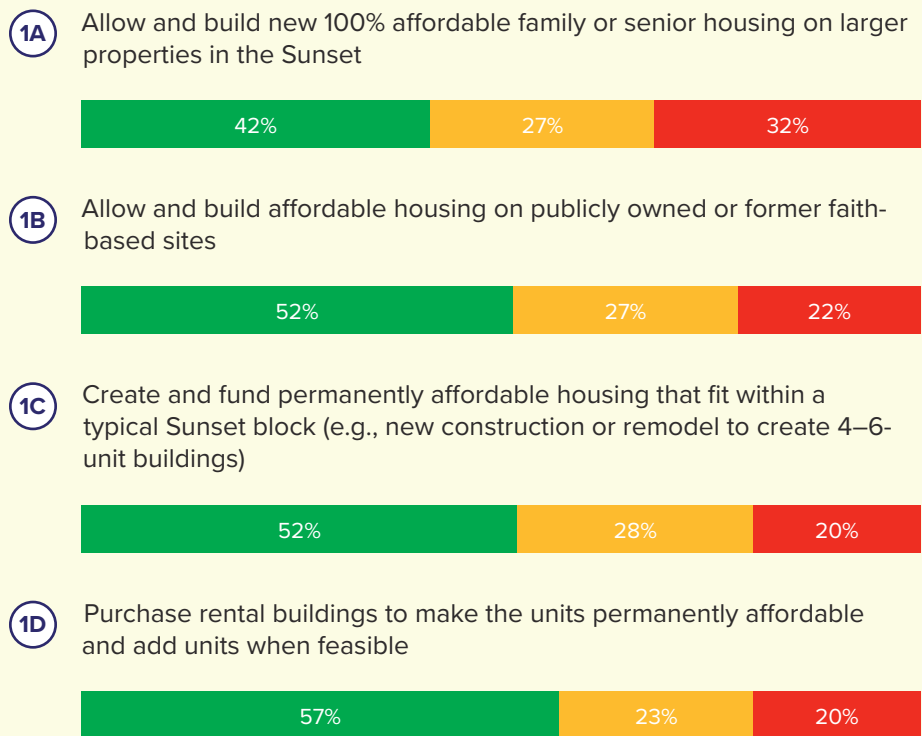
COMMUNITY HOUSING PRIORITIES

- Build more housing for **moderate-income households**.
- Ensure new housing is **family-friendly**, including two- and three-bedroom units with access to outdoor space.
- Provide seniors with a range of housing options to meet their needs, including allowing **seniors to age-in-place** in their own homes with creative solutions.
- Consider and address potential **impacts to infrastructure** (e.g., water, sewage, City services) **and transportation** (e.g., public transportation, parking) in new housing development.
- **Prevent gentrification and displacement** with new housing development.
- Ensure projects are **feasible and funded, and limit delays in the approval process**, especially for permanently affordable housing.

- **Design and scale** of new housing should fit within the neighborhood context.
- Provide **community services** (e.g., childcare, tenant counseling, etc.) to adequately meet the needs of new and existing residents and **prevent the loss of existing community spaces** for new housing built on public or faith-based sites.
- Ensure that **Sunset residents can qualify for new permanently affordable housing**.
- Ensure **long-term affordability** for very low and low-income households.

There are existing programs and regulations that address some of the community's overall housing priorities, including environmental impact analysis processes that examine infrastructure and transportation impacts on zoning changes and new projects of a certain size, neighborhood preference programs that qualify Sunset residents for new 100% permanently affordable housing in the neighborhood, and standard design guidelines that consider building design and scale fit with the neighborhood context. The housing strategies and actions aim to address community concerns and priorities to the extent possible.

STRATEGY 1. Increase affordability by using public subsidy to build more Affordable Housing.



- Strongly Support
- Somewhat Support
- Do Not Support

	COMMUNITY CONCERNS:	COMMUNITY IDEAS AND PRIORITIES:
1A Allow and build new 100% Affordable Housing for families or seniors on larger properties in the Sunset	<ul style="list-style-type: none"> • Displacement of existing tenants if existing buildings are demolished • Rent will not be affordable for very low-income households • Sunset community members will not benefit from the new affordable units • Strategy does not address the need for moderate-income housing • Lack of communal public spaces for residents in new buildings • Concentration of low-income households to one area of the Sunset • Community services should be provided by local nonprofits 	<ul style="list-style-type: none"> • Prioritize development on vacant lots and prevent demolition of buildings with existing tenants • Spread affordable housing throughout the neighborhood • Build affordable housing near public transit for greater accessibility to services • Set affordability levels to meet the needs of low- and very-low-income Sunset residents • Provide 70% of units with two and three bedrooms for families • Provide housing for teachers and other community-serving employees • Allow modular housing for faster development • Make units rent-controlled • Include childcare and health services in new buildings
<p>“I am very much in favor of affordable housing for everyone. Our current housing problem goes way beyond lack of housing availability.”</p>		

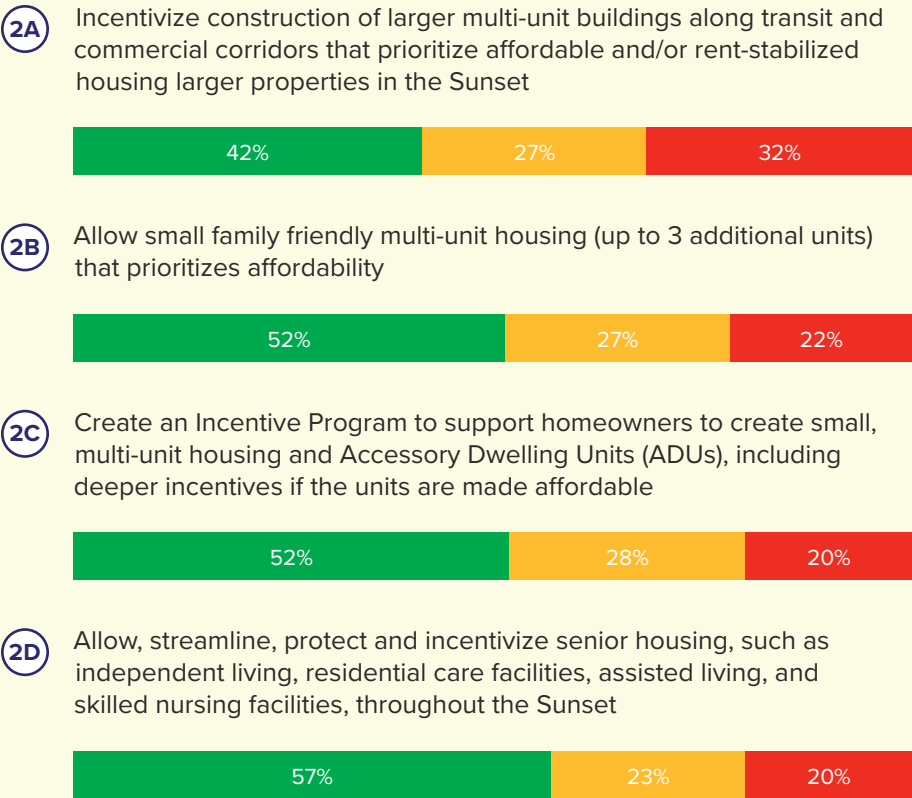
	COMMUNITY CONCERNS:	COMMUNITY IDEAS AND PRIORITIES:
1B Allow and build Affordable Housing on publicly owned or former faith-based sites	<ul style="list-style-type: none"> • Loss of existing community space • Financial feasibility of converting existing buildings into new housing • Delays in building housing due to restrictive zoning and conditional use changes 	<ul style="list-style-type: none"> • Partner with public schools and other institutions to use existing sites for housing • Add housing in commercial properties such as gas stations or parking garages • Ensure a variety of unit sizes are made available including two and three bedrooms for families • Provide more mixed income units
<p>“I’m fine with some larger buildings but could we also have affordable housing on smaller-scale multi-unit buildings? Instead of one building with 50 affordable units, could we have 10 buildings with 5 units?”</p>		

	COMMUNITY CONCERNS:	COMMUNITY IDEAS AND PRIORITIES:
1C Create and fund permanently affordable housing that fit within a typical Sunset block (e.g., new construction or remodel to create 4–6-unit buildings)	<ul style="list-style-type: none"> Financial feasibility of building small-scale housing while maintaining affordability levels for very low- and low-income households Disruption of demolition projects and potential displacement of existing tenants Slow to address the housing crisis with limited number of buildings that could be remodeled or built Diverting limited City resources for affordable housing to a potentially unfeasible strategy May not produce enough housing to meet the demand Existing Sunset homes are old and built on shallow foundations that could increase cost in construction 	<ul style="list-style-type: none"> Create a land bank to help properties stay permanently affordable Build more mixed-density housing in appropriate locations throughout the district Ensure a variety of unit sizes are made available including two and three bedrooms for families <p>“I heard about new legislation that would allow this and I’m very excited. These 4-unit (6 on a corner) option would be very in-character for the Sunset.”</p>

	COMMUNITY CONCERNS:	COMMUNITY IDEAS AND PRIORITIES:
1D Purchase rental buildings to make the units permanently affordable and add units when feasible	<ul style="list-style-type: none"> Long-term affordability for future tenants May be a challenge to implement with limited buildings available for purchase Slow to provide affordable housing and address the housing crisis Financial feasibility of adding new units to existing buildings Diverting limited City resources for affordable housing to potentially unfeasible strategy Increased building height with new units added 	<ul style="list-style-type: none"> Prioritize vacant or un-used sites Pair this strategy with strategies that aim to add new housing Ensure new units can be added without losing affordability Purchase land and build new housing in addition to purchasing existing buildings Ensure the City increases small site acquisition for social housing and permanent supportive housing <p>“Consider making a projected cost per unit of all of these strategies to compare which make more sense to prioritize”</p>

STRATEGY 2.
Encourage
homeowners and
developers to construct
new housing of various
sizes, configurations,
types, etc.

- Strongly Support
- Somewhat Support
- Do Not Support



	COMMUNITY CONCERNS:	COMMUNITY IDEAS AND PRIORITIES:
<p>(2A)</p> <p>Incentivize construction of larger multi-unit buildings along transit and commercial corridors that prioritize affordable and/or rent-stabilized housing</p>	<ul style="list-style-type: none"> • Prioritization of affordability over building more housing may result in less housing built along transit • Displacement and gentrification with new development along transit corridors • Overburden of exiting transit infrastructure • Lack of services paired with new housing development 	<ul style="list-style-type: none"> • Include larger units with windows and access to open space and common areas for families • Provide space for mixed uses, including commercial and community-use spaces • Provide protections for existing residents living along transit corridors to avoid displacement • Build more social housing for mixed incomes • Ensure new buildings include units that are affordable and rent-controlled • Prevent speculative demolitions of rent-controlled housing

“It would be great if some of the first floor of these properties can be retail or office space or a daycare.”

2B

Allow small family friendly multi-unit housing (up to 3 additional units) that prioritizes affordability throughout the Sunset

COMMUNITY CONCERNS:

- Potential loss of outdoor and backyard space
- May not build enough housing to meet demand
- Accessibility issues for ADA tenants
- Units not large enough to house families
- Financial feasibility, including increased costs to demolish an existing unit to add new ones while maintaining affordability
- Zoning changes could incentivize homeowners to sell to corporate entities
- Property management companies providing adequate services
- Units turned into luxury housing and not accessibly to low- and moderate-income families

COMMUNITY IDEAS AND PRIORITIES:

- Ensure additional units are affordable to low- and moderate-income households
- Include concessions to the current zoning setbacks and mid-block open space reductions and revise residential design guidelines to allow adequately sized buildings that can fit families on small Sunset lots
- Prevent speculative demolitions of rent-controlled housing

“I only support this strategy if the units created would be affordable and not newly constructed expensive units.”

2C

Create an Incentive Program to support homeowners to create small, multi-unit housing and Accessory Dwelling Units (ADUs), including deeper incentives if the units are made affordable

COMMUNITY CONCERNS:

- Increase in ADU production could impact the City’s capacity to provide oversight of property conditions
- Homeowners could opt to build new units for short-term rentals instead of serving the community’s housing needs
- Diverting public funds to benefit homeowners instead of going toward new affordable housing projects or tenant protection and support services
- Slow to address the housing crisis

COMMUNITY IDEAS AND PRIORITIES:

- Prioritize low-income homeowners struggling to stay in their homes
- Prioritize homeowners who want to create multi-family housing
- Include technical assistance along with financial incentives
- Provide project support services to help homeowners access funds and manage new units
- Prevent large corporate landlords from benefiting from support services

“I support but have concerns with being rented out by private homeowners or business owners that use incentives to build units but don’t care for tenants or community needs”

2D

Allow, streamline, protect and incentivize senior housing (such as independent living, residential care facilities, assisted living, and skilled nursing facilities) throughout the Sunset

COMMUNITY CONCERNS:

- Excludes options for seniors to age-in-place in their homes
- Lack of access to affordable care facilities and other critical services nearby
- Streamlining new development may cause critical safety precautions to be overlooked

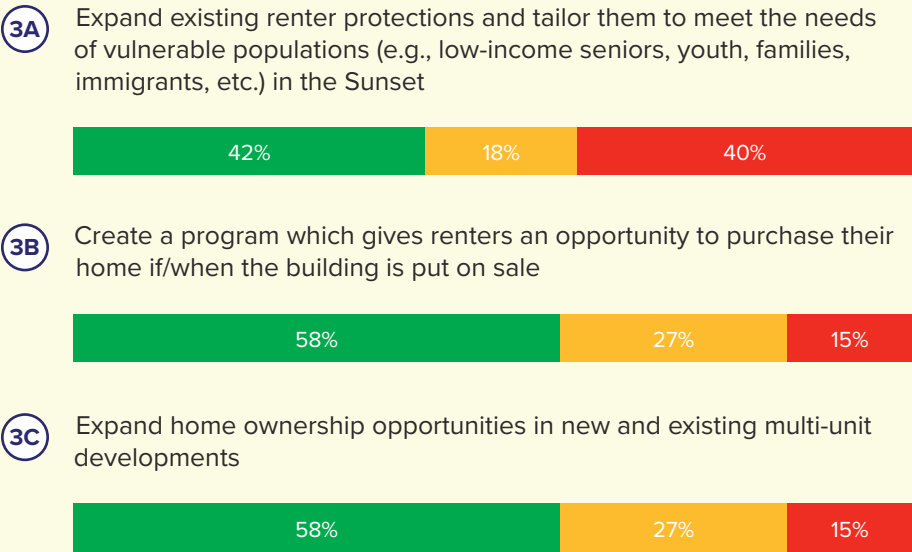
COMMUNITY IDEAS AND PRIORITIES:

- Provide incentives for senior homeowners to move into supportive housing and sell or rent their single-family homes
- Ensure ADA accessibility and earthquake safety in all senior housing
- Allow merging of multiple lots for larger senior housing facilities
- Concentrate on smaller multi-unit senior housing to address accessibility concerns if elevators are broken during emergencies

“Generally sounds wise but I’m always a little leery of the potential for abuse when we talk about removing all barriers for any type of anything.”

STRATEGY 3.
Expand existing renter protections and tailor them to meet the needs of vulnerable populations (e.g., low-income, seniors, youth, families, immigrants, etc.) in the Sunset.

- Strongly Support
- Somewhat Support
- Do Not Support



	COMMUNITY CONCERNS:	COMMUNITY IDEAS AND PRIORITIES:
<p>3A Expand existing renter protections and tailor them to meet the needs of vulnerable populations (e.g., low-income seniors, youth, families, immigrants, etc.) in the Sunset</p> <p>“A great many landlords are small, elderly investors with a single rental property that is their sole income. We need some protection for them.”</p>	<ul style="list-style-type: none"> Stronger tenant protections may further incentivize homeowners not to rent their units for fear tenant issues Lack of protection for small, low-income homeowners where their property is their only source of income Most tenant protections do not apply to renters in single-family homes Programs that protect renters from eviction are helpful but there’s little help for renters seeking to move into better conditions or purchase their first home 	<ul style="list-style-type: none"> Create tenant and landlord registry Impose a vacancy tax Demolition controls and eviction defense Balance tenant protections with homeowner rights Limit the amount of money that landlords can charge when they replace tenants Charge 1% more capital gains tax upon sale of dwelling Provide incentives to encourage homeowners to keep units on the market Create a database of vacant units and establish a plan to get units back on the market

	COMMUNITY CONCERNS:	COMMUNITY IDEAS AND PRIORITIES:
3B Create a program which gives renters an opportunity to purchase their home if/when the building is put on sale	<ul style="list-style-type: none"> • Home costs are too high for renters to realistically be able to afford to purchase and for homeowners to receive fair market value for their properties • Program would cost too much money and direct funding away from other homeownership programs 	<ul style="list-style-type: none"> • Create a loan program that considers monthly rent paid • Provide down payment assistance with credit counseling • Restrict program to owners of multi-unit buildings and provide provisions to exempt owners if they are selling due to hardship circumstances • Provide gradual liability for investment (e.g., if a tenant is 2 years into a 20-year “rent-to-own” agreement, the tenant is only at 10% liability for major repairs like a roof collapse)
<p>“With housing prices what they are, pretty much out of reach for most people, this is a nice idea but likely not available unless coupled with significantly expanded homeowner opportunity programs”</p>		

	COMMUNITY CONCERNS:	COMMUNITY IDEAS AND PRIORITIES:
3C Expand home ownership opportunities in new and existing multi-unit developments	<ul style="list-style-type: none"> • Financial feasibility of the program • Allocating public resources to support financial responsibilities of homeownership • Developers can opt to place affordable units elsewhere and therefore, not all multi-unit buildings will have existing affordable units for purchase • Does not address the need to build new housing 	<ul style="list-style-type: none"> • Incorporate co-op and lease-to-own options in this strategy • Create a program for senior homeowners to sell their homes to families and move into condos for seniors • Expand qualifications for Down Payment Assistance to include moderate-income households
<p>“How about something for senior homeowners who would be happy to sell homes to families and move into a condo for seniors, but prices and capital gains make this impossible.”</p>		

NEIGHBORHOOD SERVICES



The Community Needs Assessment found that Sunset community members have limited access to critical neighborhood services in the Sunset. Neighborhood services refers to services and programs (e.g., childcare, schools, parks and open spaces, senior support services, tenant counseling, etc.) that help to address specific needs and enhance quality of life in the community.

Sunset community members shared a need for a stronger sense of community that was further emphasized by the COVID-19 pandemic. Sunset community members rated community centers and cultural centers as the top desired neighborhood service and craved more community events and opportunities for people to connect across ages and cultures. The community highly values their access to parks and open spaces but there is a desire for improved safety, cleanliness, and accessibility. Lastly, there is an urgent need to expand existing programs and provide more services for low-income seniors, youth, families with children, and other vulnerable groups in the Sunset.

The following strategies aim to address the need for community connectedness, greater access to parks and open spaces, access to health and nutrition for low-income seniors, youth, and families, and expanding or creating new programs that serve the Sunset's vulnerable groups.

Overall Community Concerns/Ideas

- Prior to investing more resources into new programs, ensure existing programs receive adequate funding and management
- Increase community awareness of existing programs, services, and facilities
- Increase access to existing programs and neighborhood amenities through public transit improvements or neighborhood shuttles
- Prior to creating new parks, improve maintenance and safety of existing parks and public spaces

1. Increase community connectedness

1. Support existing community events and organize new events to build community connection
2. Identify opportunities for youth and seniors to connect and get involved
3. Create large or small community center(s) in the Sunset

What top 3 strategies should be prioritized to help increase community connectedness in the Sunset? (Select your top 3 choices)

Support existing community events and organize additional events to encourage neighborhood connection



Identify opportunities for youth and seniors to get involved in the community



Create small or large community centers throughout the Sunset



Provide multilingual communication to engage residents and disseminate info on community events and activities



Create a community townsquare



Create a Sunset Cultural Center



*Other



None of the above



Additional Community Ideas:

- Organize community street tree planting events
- Organize more community events at libraries, school playgrounds, and other publicly accessible places
- Create a website with schedule of community events, helpful links, and resources
- Use USPS as an alternative to social media and internet platforms to reach Sunset residents
- Retain and build-out parklets and other non-vehicular blocks for community gathering
- Provide free or low-cost neighborhood shuttle service

2. Expand access and improve safety and cleanliness for public parks and open spaces

1. Improve maintenance of existing facilities
2. Provide access to clean and well-maintained open spaces
3. Encourage use of existing and unused spaces for community activities

Additional Community Ideas:

- Create a volunteer program to help people with disabilities or those without transportation access Golden Gate Park, Great Highway, Stern Grove, and other existing parks in the neighborhood
- Increase pedestrian and cyclist safety on Slow Streets, including more signage and traffic-calming measures

What top 3 strategies should be prioritized to help expand access to public parks and open spaces and improve safety and cleanliness?

Improve and continue to prioritize maintenance of facilities



Provide access to safe, clean, well-maintained open spaces



Encourage use of existing, unused spaces for community activities



Increase safe and creative use of streets and sidewalks as open space



Create new open spaces and mini parks



*Other



None of the above



- Add permanent sidewalk gardens to Slow Streets
- Offer community safety trainings and volunteer opportunities over increased police presence
- Training for engaging with and providing resources for unsheltered community members
- Increase programming at existing parks, including workshops, classes, and events
- Increase public transportation access to Golden Gate Park and Great Highway
- Make use of Sunset Boulevard as play space or seating areas

- Provide more restrooms, water fountains, seating, and picnic tables in existing parks and public spaces
- Provide mental health services and resources for people experiencing homelessness

3. Provide greater access to health and nutrition for low-income seniors, youth, and families with children.

1. Provide access to affordable, healthy food options for low-income families, youth, and seniors
2. Provide access to free or affordable community wellness programs and activities
3. Identify gaps in geographic coverage of health-care facilities and establish smaller clinics throughout the neighborhood

Additional Community Ideas:

- Institute programs at all grocery stores and restaurants in the Sunset that mark down the cost of unsold food at the end of each day to increase affordability and reduce waste
- Disseminate information about existing programs to all Sunset residents, including where and how to access programs
- Incentivize restaurants and farmer's markets to accept Cal-Fresh and SNAP
- Provide more space for community gardens
- Encourage businesses to have healthy food service
- Reopen the health center on 25th Avenue
- Support recreational activities and programs on Slow Streets
- Support neighborhood bodegas to open and sell fresh produce
- Expand food programs for seniors through local nonprofits
- Ensure all Sunset residents are informed and can access to local food programs like the SF/Marin Food Bank

What top 3 strategies should be prioritized to help provide greater access to health and nutrition for low-income families, youth, and seniors in the Sunset?

Provide access to affordable, healthy food options for low-income families, youth, and seniors



Provide access to free or affordable community wellness programs and activities



Identify gaps in geographic coverage of healthcare facilities and establish smaller clinics throughout the district



Create or expand programs for local restaurants to offer affordable, healthy meals to low-income families and seniors



*Other



None of the above



4. Expand existing programs or create new programs that serve low-income families, youth, seniors, immigrants, renters, TAYA, and people experiencing homelessness or housing insecurity

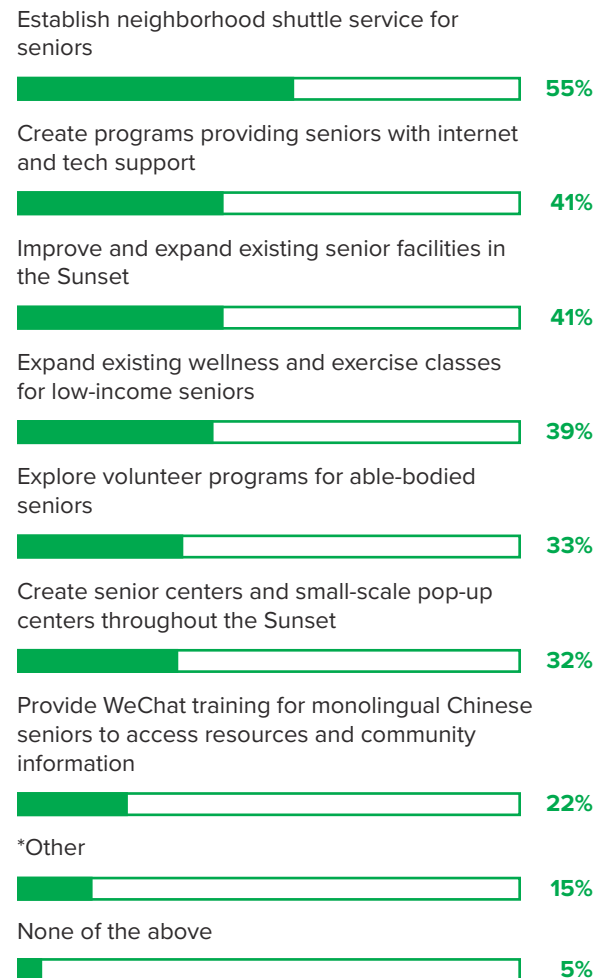
Seniors

1. Establish neighborhood shuttle service for seniors
2. Create programs providing seniors with internet and tech support
3. Improve and expand exiting senior facilities in the Sunset

Additional Community Ideas:

- Offer wellness classes for seniors of all income levels, provide sliding scale fees to subsidize low-income seniors
- Provide free shuttle services to public libraries that offer tech and internet classes along with other programs for seniors
- Housing advisory center for seniors to access and apply for housing
- Provide transportation for medical appointments
- Research programs in Chinatown for models to replicate
- Ensure programs, activities, and food/nutrition are available for seniors of all races
- Provide shared grocery shopping opportunities for seniors
- Create exercise and wellness classes for seniors and made accessible throughout the district

What top 3 strategies should be prioritized to address the needs of seniors?



Families with children

1. Expand affordable, daycare, after-school, weekends, and summer programs for low- and moderate-income families
2. Advocate and fund free or affordable early care and education programs
3. Support neighborhood block parties or family-friendly community events

Additional Community Ideas:

- Include middle class families in available services
- Support local direct cash and subsidy program to help stabilize families and incentivize them to work with experts on getting the full extent of services
- Support new mom groups and playgroups
- Expand daycare outside of traditional Monday – Friday hours to support working single parents
- Increase access to free City College classes, including Child Development and parenting classes
- Increase access to existing public parks, libraries, and recreation centers
- Improve traffic safety and sidewalk accessibility to allow children to play safely outdoors
 - o Enforce laws that restrict cars from blocking pedestrian, stroller, and wheelchair access to sidewalks
 - o More traffic calming and green spaces for children
 - o Limit vehicle access to neighborhood streets on afternoons and weekends

What top 3 strategies should be prioritized to address the needs of children and families?

Expand affordable daycare, after school, weekends, and summer programming for low- and moderate-income families



Advocate and fund free or affordable early care and education programs for low- and moderate-income families



Support neighborhood block parties or family-friendly community events



Expand physical spaces for children, youth, and families throughout the Sunset



Provide free or affordable parenting classes for low-income parents



Provide mental health services and resources to low-income youth and families



Create online hub for families to access resources, announcements, and community events



*Other



None of the above



TAYA

1. Facilitate more public-private partnerships between schools and businesses to enhance learning and job opportunities
2. Expand support for non-college bound youth
3. Expand tutoring and employment training for low-income TAYA

Additional Community Ideas:

- Increase awareness and access to existing programs
- Support for TAYA with mental illness (help access jobs, apply for college, access health services)
- Research existing apprentice programs (e.g., Plumber's union) and increase awareness and access for TAYA
- More part-time job opportunities, counseling services, academic support, and volunteer opportunities for young adults
- Counseling services for parents to provide better support for youth and young adults
- Support with planning for the future
- Support with finding stable housing and provide services that support tenants
- Access to free laundry facilities

Focus group participants with low-income Transitional Aged Young Adults (TAYA) shared their top priorities as having access to safe, stable, and affordable housing, access to employment trainings and opportunities, and support with necessities like food and laundry services. This differed from survey respondents top ranked strategies.

What top 3 strategies should be prioritized to address the needs of Transitional Aged Young Adults (TAYA) (aged 16 – 24 years)?

Facilitate more public and private partnerships between schools and businesses to enhance learning experiences and job opportunities



Expand support for non-college bound youth



Expand tutoring and employment training and services for low-income TAYA



Provide spaces for TAYA to hang out



*Other



None of the above



Renters

1. Expand training and access to BMR application process
2. Establish a renter services center in the Sunset
3. Expand services for mediation between tenants and landlords

Additional Community Ideas:

- Increase knowledge of existing support services available for renters
- Rent subsidies
- Simplify BMR application process
- Create database of landlords and renters

What top 3 strategies should be prioritized to address the needs of renters?

Expand training and access to BMR (Below Market Rate) application process



Establish a renter services center located in the Sunset



Expand services for mediation between tenants and landlords



Expand renter counseling



Ensure language access by providing multilingual materials and services



Create special services for renters in single-family homes



*Other



None of the above



People experiencing homelessness or housing insecurity

1. Provide access to mental health, medical, and housing services
2. Explore a navigation site in the Sunset
3. Provide access to clean and safe restrooms

Additional Community Ideas:

- Increase awareness and access to existing services
- Address mental health needs
- Build more housing

What top 3 strategies should be prioritized to address the needs of people experiencing homelessness or housing insecurity?

Provide access to mental health, medical, and housing services to people experiencing homelessness in the Sunset



Explore a navigation site in the Sunset



Provide access to clean and safe restrooms throughout the Sunset



*Other



Provide access to secure lockers for personal belongings throughout the Sunset



Expand the mobile Homeless Outreach Team (HOT) program



Create and distribute community resources to assist residents in providing help to people experiencing homelessness



None of the above



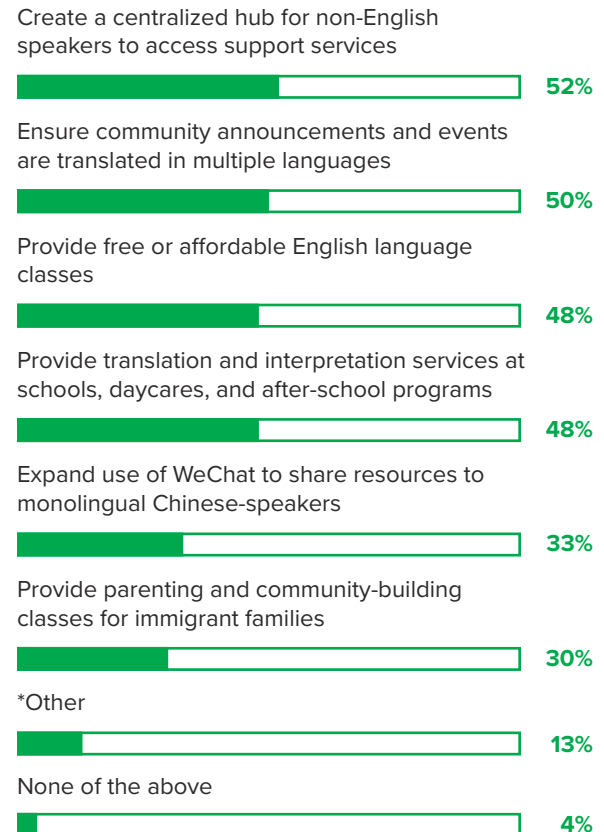
Immigrants

1. Create a centralized hub for non-English speakers to access support services
2. Ensure community events and announcements are translated into multiple languages
3. Provide free or affordable English classes
4. Provide translation and interpretation services at schools, daycares, and after-school programs

Additional Community Ideas:

- Increase awareness of existing programs

What top 3 strategies should be prioritized to address the needs of limited or non-English speaking immigrants?



SMALL BUSINESSES AND NEIGHBORHOOD COMMERCIAL CORRIDORS



The Needs Assessment found that Sunset community members have seen a continual decline in the health and vibrancy of their neighborhood commercial corridors, an issue worsened by the COVID-19 pandemic. Additionally, small business owners struggle with costs and delayed permitting processes.

A common theme to come out of the community's feedback on these strategies was that strongly supported strategies were ones that involved the community, whether through community-building events that encourage small business to participate, community volunteering efforts to beautify the public spaces, or generally supporting and promoting local businesses. Other strongly supported strategies include finding creative ways to ease burdens on small business owners by allowing more flexibility in how commercial spaces can be used and providing a more predictable approval process for new businesses.

The Small Businesses and Neighborhood Commercial Corridor strategies focus on improving permitting and zoning, strengthening coordination along the commercial corridors, and enhancing the public realm, including streets, sidewalks, and public spaces along Taraval, Judah, Irving, and Noriega.

1. Improve zoning and permitting

- a. Update neighborhood commercial zoning codes to ensure desired uses are allowed and prioritized
- b. Allow and encourage pop-up businesses in vacant storefronts or properties
- c. Ensure Sunset businesses can get permits in a timely and predictable manner

Additional Community Ideas:

- Stronger coordination of City agencies (e.g., DBI, SF Planning, SF Fire, etc.) to ease process delays
- Provide more transparency around permit approval timelines
- Assign a City liaison to provide support throughout the application and permit process
- Restrict the ability for businesses to use the public process to prevent new competing businesses from opening
- Allow for smaller home-based businesses to operate without same level of regulation as larger businesses
- Increase attention on crime prevention and response, including more community safety ambassadors along commercial corridors
- Better resources for business owners to handle hostile or inappropriate individuals
- Provide rental control on commercial properties
- Enforce fines for vacant commercial properties

2. Strengthen coordination along the Sunset's commercial corridors

- Promote neighborhood community-building events and encourage small business participation
- Strengthen and support creation of merchants' associations and coordinated business attraction efforts
- Promote opportunities for residents to get more involved in the vibrancy of commercial corridors and businesses

Additional Community Ideas:

- Encourage merchant's associations to outreach to neighbors
- Reference Clement Street for neighborhood needs and small business support

3. Enhance the public realm

- Improve cleanliness on Taraval, Judah, Noriega, and Irving commercial corridors
- Add more greenery and planters along commercial corridors
- Partner with local artists and explore adding murals and other opportunities for public art throughout the Sunset
- Create more pedestrian plazas

Additional Community Ideas:

- Add local food trucks and pop-up businesses near transit and Ocean Beach to encourage visitors to take transit

What top 3 strategies should be prioritized to help strengthen coordination along the Sunset's commercial corridors?

Promote neighborhood community-building events and encourage small business participation in neighborhood events and public meetings



Strengthen and support creation of merchants' associations and coordinated business attraction efforts



Promote opportunities for residents to get more involved in the vibrancy of commercial corridors and small businesses



Provide specific resources to businesses providing accessible and affordable goods and services



Designate a District 4 small business point person within the Office of Economic and Workforce Development



Provide specific resources to immigrant-serving business, including long-time Chinese merchants



*Other



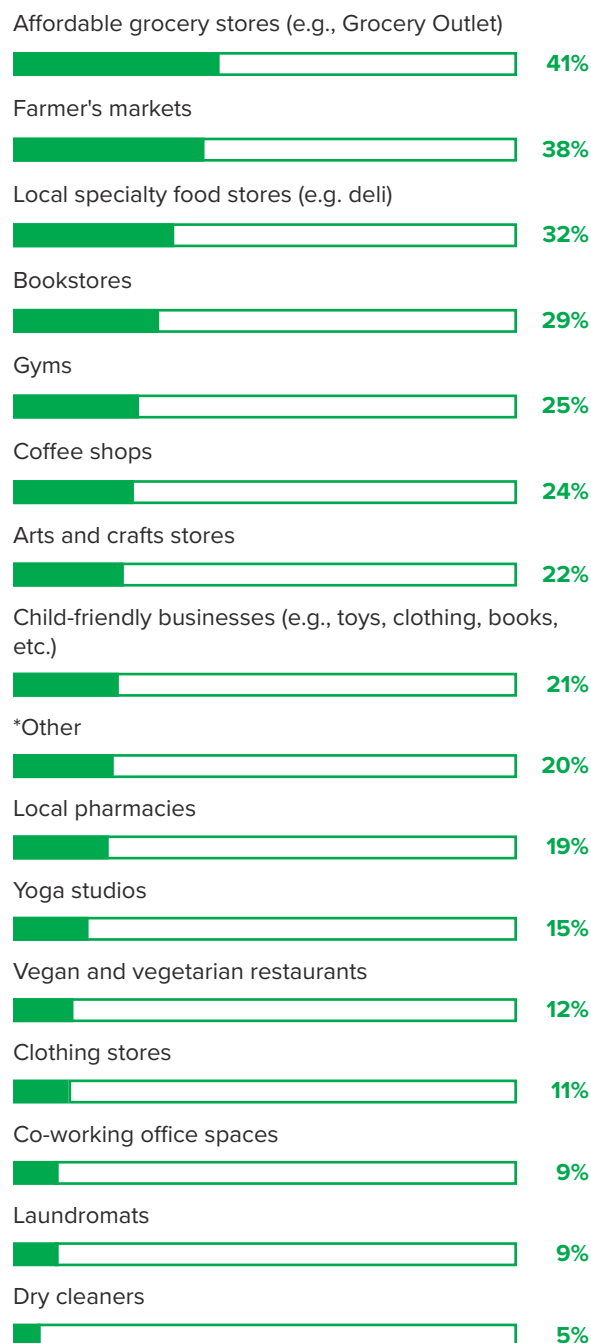
None of the above



- Enhance public transit service along commercial corridors, consider adding parking garages on the periphery to keep some streets closed to cars
- Increase traffic-calming measures to make commercial corridors walkable and safe
- Create a small business stamp card to incentivize shopping local
- Incentivize property owners to improve building façades
- Increase bike parking
- Increase trash and recycle bins
- Encourage small produce markets and healthy food options throughout the neighborhood
- Increase variety of types of businesses in the neighborhood
- Create a night life for locals
- Increase public seating along commercial corridors
- Allow corner houses to operate public-facing small businesses

41% of survey respondents want to see more affordable grocery stores in the Sunset, followed by farmer's markets and local specialty food stores. This is in alignment with feedback on the neighborhood services strategies that focus on increasing access to health and nutrition services. Many Sunset community members, especially seniors, shared the need for greater access to health grocery stores that sell products at affordable prices.

What businesses should be prioritized so you can get most of your needs met in the neighborhood?





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Bilingual Education Since 1974

1400 Judah Street, San Francisco, CA 94122 Tel: 415-665-4212 Fax: 415-665-4116 www.wahmei.org e-mail: info@wahmei.org

District 4 Youth & Family Network Sunset Forward Response Executive Summary

April 2022

The Sunset District is plagued by a narrative that it's composed of high income-earning people in a "well-resourced" neighborhood. Hidden under the narrative are historically disenfranchised and marginalized communities, including communities of color, vulnerable youth and young adults, women, families with children, tenants/renters, seniors and immigrants with limited English.

Over the last two years, the D4 Youth & Family Network (D4 Network) has partnered with SF Planning and the Office of Supervisor Gordon Mar in the development of the Sunset Forward Needs Assessment.

Strategic Response to Sunset Forward Neighborhood Services Needs

Sunset residents have a desire to be better informed, build bonds with neighbors, obtain greater knowledge of available services, and develop central places for gatherings.

The D4 Network will expand our impact in the community through a multi-pronged approach. We will continue to build relationships with each other and the community, recognizing that we are only as strong as the relationships we forge. We are uniquely situated to pursue several key strategies in coordination with the Sunset Forward Needs Assessment.

Increase community connectedness in the Sunset

The community has a deep desire for connections, while the physical layout of the Sunset creates disconnection. The D4 Network has expertise in connecting the Sunset community by hosting events and activities. A feature of our vision for community events is the creation of an intergenerational volunteer network, to uplift the value of our youth and elders while creating connectedness between different generations. Working toward a shared goal will allow our youth and elders to learn from each other.

Improve services for children and families, seniors, and transitional aged young adults

The Sunset has a historical dearth in community services. Our organizations recognize the unspoken need in the Sunset from those who are the most overlooked. Building upon our existing services to youth and families, we plan to expand our reach within the Sunset, to reach all of those in need of community services.



Wah Mei School

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1400 Judah Street, San Francisco, CA 94122 Tel: 415-665-4212 Fax: 415-665-4116 www.wahmei.org e-mail: info@wahmei.org

We intend to begin with an asset map to identify what services exist and who it currently serves. With this resource, we intend to have quantifiable data to identify where the missing service gaps are, and how to expand our programs to reach those in need.

Build the voice of the Sunset community

We intend to build the voice of the Sunset community to advocate for our community needs. By participation and civic engagement in decisions directly related to us, our community will define the pathway for our own success. We refuse to let others define what the Sunset is; we will be the planners of our own community.

We will empower our community by equipping them with the knowledge we need to thrive. D4 Network plans to coordinate community education workshops to demystify complex policies and systemic injustices that affect our community.

Conclusion

Our vision for the Sunset community is connected through our commitment to youth development. The D4 Network will take forth the information gathered from the Sunset Forwards Needs Assessment and continue to uplift the voice of our most marginalized communities.

The District 4 Youth & Family Networks acknowledges and thanks all the participants who have contributed towards the development of the Sunset Forward Needs Assessment, the Office of Supervisor Gordon Mar, and Carla deMesa and Paolo Ikezoe of the San Francisco Planning Department.

The District 4 Youth and Families Network Background

The District 4 Youth and Families Network formed in 2018 as a dedicated coalition of community based non profits in the Sunset aiming to counter the existing narrative by elevating the voices of marginalized and hidden populations in the Sunset. We collectively have over 288 years of community knowledge and on-the-ground experience serving more than 32,000 San Franciscans and Sunset community members. Our goal is to increase the opportunities for diverse, low-income, vulnerable and disenfranchised residents to live and thrive here and to participate in the Sunset culture of community building and civic responsibilities to the neighborhood.

The Steering Committee is comprised of Wah Mei School, Sunset Youth Services, Sunset Neighborhood Beacon Center, and Gum Moon Asian Women Resource Center.

Acknowledgements

Sunset Forward is a collaboration with the Sunset community, Office of District 4 Supervisor Gordon Mar, the San Francisco Planning Department, the San Francisco County Transportation Authority, and the D4 Youth and Families Network, a coalition of non-profit community-based organizations that serve families, children, and seniors in the Sunset. This effort would not be possible without the significant amount of time and participation from the Sunset community.



Mayor London Breed

Gordon Mar, District 4 Supervisor

Daisy Quan, Office of District 4 Supervisor

Li Lovett, Office of District 4 Supervisor

District 4 Youth and Families Network

19th Avenue Baptist Church

Community Youth Center of San Francisco

Edgewood Center for Children and Families

Faith in Action Bay Area

Gum Moon Women's Resource Center (D4YFN Steering Committee)

Housing Rights Committee (D4YFN Steering Committee)

Little Schools

Northeast Medical Services

Parents for Public Schools

Safe & Sound

Self Help for the Elderly

SF-Marin Food Bank

Stonestown Families YMCA

Sunset Beacon – Bay Area Community Resources (D4YFN Steering Committee)

Sunset Family Resource Center

Sunset Youth Services (D4YFN Steering Committee)

Wah Mei School (D4YFN Steering Committee)

Sunset Community Leaders and Groups

Ben Wong, Wah Mei School

Cody Friesenborg, Wah Mei School

Dawn Stueckle, Sunset Youth Services

Erica Zweig, D4ward

Gloria Tan, Gum Moon Women's Resource Center

Jeffrey Rigo, D4ward

Jessica Nguyen Cruz, Wah Mei School

Joseph Smooke, Westside Community Coalition

Ken Rackow, D4ward

Kenyatta Scott, D4ward

Lily Wong, Wah Mei School

Margaret Graf, Senior Power

Matt Pemberton, Sunset Beacon – Bay Area Community Resources

Paloma Hernandez, Westside Community Coalition

Ralph Lane, D4ward

Shirley Yuan, Wah Mei School

Small Businesses

- Black Bird Books
- Case for Making Art Store
- Earthfire Arts Studio
- Henry's House of Coffee
- Hook Fish Co.
- Judahlicious
- Outerlands Restaurant
- SF Hole in the Wall Pizza
- Sunset Mercantile
- Underdog's Tres and Underdog's Too
- Woods Outbounds

Planning Department

Rich Hillis, Director

Miriam Chion, Director of Community Equity

Maia Small, Policies and Strategies Manager

Carla de Mesa, Senior Community Development Specialist

Andrea Nelson, Senior Community Development Specialist

Amiel Leano Atanacio, Policy and Research Intern

Candace SooHoo, Operations & Digital Communications Manager

Gary Chen, Graphic Designer

Izanie LoveNed, Community Engagement Intern

James Pappas, Senior Policy Planner

Kimia Haddadan, Senior Housing Policy Planner

Malena Leon-Farrera, Planner

Department of Homelessness and Supportive Housing

Paolo Ikezoe, Pipeline & Systems Implementation Project Manager

San Francisco Transportation Authority

Camille Guiriba, Senior Transportation Planner

Mayor's Office of Housing and Community Development

Sheila Nickolopoulos, Director of Policy and Legislative Affairs

Office of Economic and Workforce Development

Leigh Lutenski, Deputy Director, Joint Development



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